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ABSTRACT

The efforts of the Chicago Public Library during the years 1976-80 will focus on: (1) evaluating, improving, and adjusting existing programs and developing new programs; (2) cooperating with other agencies and organizations in the community; (3) improving the functioning of the library as a research and reference center for the state; and (4) improving the fiscal position of the library system. The objectives of the five-year plan include developing a program of library services aimed at meeting the needs of every Chicagoan; providing adequate library materials, both print and nonprint; developing an adequate staff; improving communications within the library system; providing functional, safe, and attractive facilities; increasing public awareness of library services; modernizing the library's internal fiscal procedures; and increasing the library system's financial resources. A bibliography of over 100 items is included. (Author/PF)

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AIMING FOR QUALITY

The Five-Year Plan of The Chicago Library System

1976-1980

Prepared by the Five-Year Plan Task Force

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Draft Prepared for Submission to
The Illinois State Library
on December 31, 1975

THE CHICAGO PUBLIC LIBRARY

CHICAGO, ILLINOIS

1975

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U.S. DEPARTMENT OF HEALTH,
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TABLE OF CONTENTS

PREFACE iii

ACKNOWLEDGEMENTS viii

THE ENVIRONMENT OF THE CHICAGO LIBRARY SYSTEM 1

THE CHICAGO LIBRARY SYSTEM: A BRIEF SURVEY OF ITS PAST AND PRESENT 16

STATEMENT OF NEEDS AND PROBLEMS UNDERLYING THE FIVE-YEAR PLAN, 1976-1980, OF THE CHICAGO LIBRARY SYSTEM 27

THE FIVE-YEAR PLAN OF THE CHICAGO LIBRARY SYSTEM, 1976-1980 56

BIBLIOGRAPHY 118

INDEX 127

PREFACE

The document which follows represents an attempt to express in writing the most important goals and objectives of the Chicago Library System and to formulate tasks and activities which will be carried out in the immediate future within the constraints of the budget and the personnel and materials available in order to move toward achieving those goals and objectives. The evaluation of every activity undertaken and the annual revision of the long-rang plan are recognized as integral parts of the planning process.

This long-range plan for the years 1976-1980 has been developed to meet the requirement of the Illinois Library Systems Act (Illinois Revised Statutes, 1967, Chapter 81, Section 114) that each library system in the state shall have an approved plan of service "describing the specific purposes for which the system is formed and the means by which such purposes are to be accomplished" and the current requirement of the Illinois State Library that, for the sake of uniformity, plans of service now be based on what is known as the CIPP (Context, Input, Process, Product) model for planning.

The Chief Librarian of the Chicago Public Library, David L. Reich, initiated the planning process when he appointed a Five-Year Plan Task Force consisting of the following staff members: Eleanor Dombrowski, Media Center, Portage-Cragin Branch Library; Ruth Kumata, Branch Librarian, Hild Regional Branch Library; Diane Purtill, Head, Audio-visual Center, Chicago Public Library Cultural Center; J. W. Reginald Scurr, Head, Humanities Department, Central Library (now Chief, Literature and Philosophy Division, Central Library); Evelyn Stewart, Branch Librarian, Hall Branch Library (now Branch Librarian, Southeast Branch Library); Tamiye Trejo, Branch Librarian, Garfield Ridge Branch Library; and Marie Will, Supervisor of Work with Children, Branch District II (now Children's Services Specialist for Branches and Regional Libraries). Ruth Kumata became Chairperson of the Task Force at the end of the first four weeks of work. David L. Reich served as Administrative Officer, and Mildred Vannorsdall, Education Department, Central Library, was appointed Researcher/Recorder, a full-time special assignment. The group as a whole included persons with a wide range of previous work experience at different levels both within and without the Chicago Public Library, of varying ages, and of diverse backgrounds. Stanley Balzekas, Jr., a member of the Board of Directors of the Chicago Public Library, was appointed to serve as liaison officer between the Board and the Task Force. Kathryn J. Gesterfield, at that time Acting Director of the Illinois State Library and State Library Consultant to the

Chicago Library System, spent approximately one day a month for six months working with the Five-Year Plan Task Force.

The first phase of the planning process took place during January-June, 1975, when the Five-Year Plan Task Force met for approximately twelve hours each week. The group studied the needs of the Chicago area for library services; worked with various experts on library planning; read materials on methods of planning and evaluation; interviewed staff members under a variety of circumstances; visited some library agencies; reported on individual research on specific problems; and carried on other activities including constant interaction with the other five task forces which were working during the first four months of 1975 on specific, urgent problems. The discussion and writing of the members helped to shape the content of the plan out of the many facts, ideas, and concepts which the Task Force received. The list of acknowledgements which follows includes many, but by no means all, the persons who, and the organizations which, gave assistance to the Five-Year Plan Task Force during this period. The bibliography lists the most significant printed sources which were used in learning about the needs for library services, about the problems of the Chicago Library System, and about the techniques of long-range planning for libraries.

Following the pattern of work established by other task forces, the Five-Year Plan Task Force submitted its plan to the Administrative Team of the Chicago Public Library for questions and criticism; it was then revised in the light of the reactions received. The revised plan was submitted to the Board of Directors of the Chicago Public Library, on November 11, 1975; considered by the Board at a special meeting on December 2 and recommended for approval; and approved by the Board at its regular meeting on December 19, 1975. It is now submitted to the Illinois State Library for review and acceptance. Because of the rapid changes taking place in the Chicago Public Library during 1975, a few position titles, names of units, and relationships referred to in the Five-Year Plan are those of a few months ago, but every effort has been made to have statements reflect the situation in the latter part of 1975.

The Five-Year Plan which the Task Force has prepared is part of a somewhat different kind of planning process from any which has been used in the past by the Chicago Public Library and represents only the written component of that process, but the members of the Five-Year Plan Task Force and others associated with it have viewed their work in the perspective of a long history of library planning in a city noted for its efforts at civic planning in general. The public library studies and plans which are a part of Chicago Public Library history are: A Library Plan for the Whole City, adopted in 1916; A Metropolitan Library in Action, completed in 1939; the "Long Range Improvement Program," adopted in 1952 and extended in 1965; and Library Response to Urban Change, published in 1969.

The new and exciting aspects of this long-range plan include the broadening range of participation in the planning process and the possibility it holds for guiding and directing the development of the Chicago Library System as a multitype library system capable of meeting growing needs in new and different ways. It represents change in planning for change.

December 20, 1975

Mildred Vannorsdall
Researcher/Recorder
Five-Year Plan Task Force

ACKNOWLEDGEMENTS

A great many people assisted the Five-Year Plan Task Force by providing information on a variety of subjects, stimulating questions and comments, materials, and other valuable kinds of aid. Any listing of such persons is sure to be incomplete, but the one which follows represents the effort of the Task Force, including the Administrative Officer and the Researcher/Recorder, to express appreciation to as many as possible of those who helped with what seemed an overwhelming task.

First, the Five-Year Plan Task Force is indebted to the following present or former members of the staff of the Chicago Public Library: Sylvia Arrigoni, then Head of Interlibrary Loan; Thomas Ballard, then Documents Librarian, Social Sciences and Business Department; Robert Baumruk, Chief, Social Sciences and History Division; Janet Bean, Chief, General Information Services; Adele Beaton, Distric IV Branch Coordinator; Eva Brown, Coordinator of Interlibrary Cooperation of the Chicago Library System; Lila Brown, Secretary to the Chief Librarian; Arlene Chamberlain, Director of Library Personnel; Raymond Chisholm, Assistant Director of Library Personnel; Morton Coburn, then Assistant Chief Librarian-Regional Centers;

Mary Cowherd, Reading and Study Center, Robert Taylor Homes; Rosemary Dawood, District I Branch Coordinator; Marguerite Fukami, Head, Catalog Department; Mark Knoblauch, Head, Serials Department; Alex Ladenson, Special Executive Assistant to the Board of Directors; Rose Levenson, District II Branch Coordinator; Roberta Luther, District III Branch Coordinator; Nancy Moss, Public Relations Director; Mattye Nelson, then Supervisor of Reading and Study Centers; Jennifer Nesbit, then Acting Chief, Education Department; Patrick M. O'Brien, then Chief, Business and Industry Division; Richard O. Pautzsch, then Assistant Chief Librarian-Technical Services; Jane Reilly, formerly Library Coordinator, Study Unlimited; Benjamin B. Roseman, then Business Manager; Amanda Rudd, then Assistant Chief Librarian-Community Relations and Special Programs (of Service); Leslie Sandy, then Consultant, Study Unlimited; Donald Schabel, then Director of the Chicago Public Library Cultural Center; Ralph Schneider, then Head, Accessions Department; Mary Whalen Smith, then Secretary to the Assistant Chief Librarian-Branches and Extensions; William King Smith, Systems Analyst; Judy Weisman, Coordinator of Programs and Exhibits for the Chicago Public Library Cultural Center; Ken Yamashita, Administrative Assistant to the Chief Librarian; Evelyn Yonan, then Administrative Assistant to the Chief Librarian; and Ellen Zabel then Assistant Chief Librarian-Branches and Extensions.

The Task Force recalls with gratitude those staff members who were present and helpful during the visits made to Technical Services and Special Extension Services, those who came to the two open meetings, and those who found other ways of communicating their ideas. The members and researcher/recorders of the other five task forces, appointed and working simultaneously, contributed much directly and indirectly. Very special thanks go to Stephen T. Kochoff, Coordinator of the Task Forces, and to Richard Engels, Gloria Vanko, and Evelyn M. Williams, who provided typing, duplicating, and other support services.

Stanley P. Balzekas, Jr., a member of the Board of Directors of the Chicago Public Library and Chicago Library System, was appointed liaison officer between the Board and the Task Force and spent an afternoon with the group, making possible a unique interchange of ideas and concerns. Kathryn J. Gesterfield, State Library Consultant to the Chicago Library System and now Director of the Illinois State Library, met with the Task Force monthly, supplying much-needed encouragement as well as expertise in planning. James Beasley, Deputy Director of the State Library, also attended one session and provided helpful suggestions. The Five-Year Plan Task Force profited from the training sessions with Barbara Slanker and Virginia Mathews, which were held for all those connected with the six task forces.

Persons outside the Chicago Public Library who provided information, advice, and materials were: Walter Allen, Associate Professor, Graduate School of Library Science, University of Illinois at Urbana-Champaign; Barbara Ballinger, Chief Librarian, Oak Park (Illinois) Public Library; Larry Earl Bone, Director of the Burrow Library and Associate Professor of Bibliography, Southwestern University at Memphis; Glenn Dockins, Director, Cumberland Trail Library System, Flora, Illinois; Hardy R. Franklin, Director, District of Columbia Public Library; Ann Goodrich, Library Science Librarian, Rosary College Library, River Forest, Illinois; Beth Hamilton, Illinois Regional Library Council, Chicago; Lewis Hill, Commissioner of Development and Planning for Chicago; Clara S. Jones, Director, Detroit Public Library; Joyce Malden, Librarian, and Carolyn Moore, Assistant Librarian, Municipal Reference Library of Chicago; Allie Beth Martin, Director, Tulsa City-County Library System, Tulsa, Oklahoma; Joseph Shubert, Ohio State Librarian, State Library of Ohio, Columbus, Ohio; Mary Ann Ross, Chicago Board of Education Library: Lester Stoffel, Director, Suburban Library System, Hinsdale, Illinois; Stillman Taylor, Director, Great River Library System, Quincy, Illinois. The Dallas Public Library also supplied copies of its Library Service Goals 1972-1982.

THE ENVIRONMENT OF THE CHICAGO LIBRARY SYSTEM

When the Common Council of the City of Chicago created the Chicago Public Library in 1872 "for the use of the inhabitants of the city,"[1] those inhabitants numbered approximately 300,000, a majority of them young, ambitious people attracted to the bustling city from various parts of the United States or directly from many other countries.[2] Those planning and organizing the new institution had no legal responsibilities to persons living outside the city's boundaries. The city, occupying somewhat less than twenty square miles, was undoubtedly seen as constituting the environment of the new Chicago Public Library.

A century later the boundaries of the city of Chicago enclosed 225.4 square miles, and its population was 3,369,359.[3] However, many factors affecting contemporary library usage and needs as well as state law now require that the state of Illinois and particularly, the Chicago Standard Metropolitan Statistical Area, be considered part of the immediate environment of the Chicago Library System. Only a brief descriptive account of this environment will be given here to provide perspective for the System's first five-year plan.

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[1] Chicago, Common Council, Proceedings of the Common Council of the City of Chicago for the Municipal Year 1871-2, being from December 4th, 1871, to November 30th, 1872 (Chicago: Rand, McNally & Co., Printers, 1872), pp. 148-49.

[2] Gwladys Spencer, The Chicago Public Library: Origins and Backgrounds (Chicago: University of Chicago Press, /1943/), pp. 41-42.

[3] Figures used by the Illinois State Library. The first is from the 1960 Federal area census; the second is from the 1970 census, corrected.

The city of Chicago lies at the southwestern end of Lake Michigan on a lake plain which is extremely flat except for a few small islands and some sand bars, spits, and beach ridges. The plain is cut by the short Chicago River with its two branches and the Calumet River, both rivers much changed by man-made canals and channels. An obvious feature of the site is the excellent water transportation. Chicago has come to occupy more and more of the northeastern corner of Illinois; in fact, the United States Bureau of the Census now makes use of an entity known as the Chicago-Northwestern Indiana Standard Consolidated Statistical Area (CNISCA). By far the largest city in Illinois, Chicago is 193 miles from the state's capital, Springfield (1970 pop. 91,753), 139 miles from the main campus of the major state-supported university in Urbana-Champaign, and even farther from those southernmost counties of the state shaped by the Mississippi, Ohio, and Wabash Rivers. The interaction of these geographical facts with social, economic, and political factors has influenced Chicago's growth and development and in turn those of its Public Library.

In general, Chicago has been a center of relatively diversified industry and commerce, giving it a traditionally stronger economic posture than most cities in the United States. About thirty-three percent of Chicago's total employment is in manufacturing. An important change is the fact that the city's "single largest industrial employer is the new mass-produced, consumer-oriented electrical goods industry."[4] About sixty percent of Chicago's total employment centers in non-manufacturing categories, the four largest of which are service and miscellaneous; finance, insurance, and real estate; retail business; and wholesale trade.[5] However, about forty-five percent of employed Chicagoans have been estimated to be blue-collar craftsmen and laborers, a higher proportion than in many large cities.[6] This group is usually particularly hard-hit during periods of recession.

In the last fifteen to twenty years, the unemployment rate in the Chicago Metropolitan Statistical Area has generally been lower than the state or national rate, but currently it is 10.2 percent, and for Chicago itself the rate is 11.9 percent.[7] The basic reasons for unemployment in large urban areas such as Chicago are similar and distressingly familiar by now: the loss of jobs in the core city because of the migration of business and industry to suburban areas, concentrations of large numbers of workers with inadequate job skills in the core city, increasing shortages of energy and raw materials, and the recession and inflation of the

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[4] Irving Cutler, *Chicago: Metropolis of the Mid-Continent* ([Chicago]: Geographic Society of Chicago, [1973]), p. 57.

[5] Chicago, Mayor's Council of Manpower and Economic Advisors, *Chicago's Economy: A Summary* ([Chicago]: Mayor's Council of Manpower and Economic Advisors, 1974), [p. 4].

[6] Lowell A. Martin assisted by Terence Crowley and Thomas Shaughnessy, *Library Response to Urban Change: A Study of the Chicago Public Library* (Chicago: American Library Association, 1969), p. 6.

[7] *Chicago Daily News*, October 3, 1975, p. 3.

1970's.[8]

Chicago has long been an important center for all types of transportation, not only for the United States and Canada but for the world; this continues to be true, bringing both strength to the economy and problems of pollution. Local transportation has also been unusually good. The recent creation of a Regional Transportation Authority gives hope of strengthening and improving public transportation facilities so that residents may reach available jobs and have more nearly equal access to all types of services and so that air and noise pollution may be reduced.

In 1974 the Mayor's Council of Manpower and Economic Advisors "formulated three overall goals for Chicago designed to enhance the economic and social life of the city." Briefly, these goals are: (a) "Promoting Economic Development;" (b) "Improving the Quality of the Labor Force;" and (c) "Increasing Upward Mobility of Low-Income Population."[9] The Council emphasized the close relationship between progress toward these goals and both transportation policy and housing policy within the metropolitan region. The amount and kinds of unemployment, the levels of educational achievement, and the number of persons living in poverty in any area tend to be related, and all three factors influence the needs for, and usage of, library service as well as its availability.

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[8] Cathleen Palmini, A Study of Urban Library Needs, prepared for the Urban Library Trustees Council (Urbana, Illinois: Library Research Center, Graduate School of Library Science, University of Illinois, 1972), pp. 1-3.

[9] Chicago, Mayor's Council of Manpower and Economic Advisors, Chicago's Economy: A Summary, /p. 5/.

Taken as a whole the Chicago metropolitan area is rich in health and social services provided both by governmental agencies and by privately supported, voluntary agencies in wide variety and of varying qualities,[10] but all residents do not have equal access to these services. There are two challenges to the public library in this field: the need to serve the many people working in or using the institutions and agencies and the need to play a part in improving access to them by providing information about, and referral to, them.

Whether or not the public library is defined as an educational institution in the strict sense, the impact of school-related student and teacher usage from those in K-12 school systems, colleges, and universities has been sharply felt by public libraries and especially by large central libraries in urban areas. In October, 1974, 385,603 children were enrolled in Chicago's 587 public elementary schools; 149,738 students attended the 71 public high schools; and these schools had 24,713 teachers.[11] Catholic, Lutheran, Jewish, and a wide array of other private schools enrolled additional thousands on the elementary and secondary levels. Even larger numbers attend the elementary and high schools in the suburban areas surrounding Chicago. Opportunities for post-secondary education in the Chicago area are also many and varied. There are more than 70 colleges and universities, including the junior or community colleges, in the metropolitan area as well as business, professional, technical, and trade schools of nearly every kind. There have long been numerous opportunities for adult, informal, liberal, continuing and similar types of educational experience for mature persons, and participation at this level is expected to increase.

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[10] For a comprehensive listing of these and other types of agencies in Cook, DuPage, and Lake Counties, see Council for Community Services in Metropolitan Chicago, Social Service Directory, Metropolitan Chicago (Chicago: Council for Community Services in Metropolitan Chicago, 1971-72).

[11] Chicago, Municipal Reference Library, Facts about Chicago (Chicago: Municipal Reference Library, 1974), pp. 2-3.

Changes in the organization of schools, in teaching methods, and in the libraries or media centers of the schools themselves have effects on the services requested of, and offered by, the public libraries in the area. In recent years much emphasis has been placed on programs for the handicapped and for adults who for some reason have not completed elementary and/or high school; this concern is being accelerated by the article on education included in the 1970 Illinois Constitution. Early childhood education has also received increasing attention. The College Level Examination Program, the Learning Exchange, Study Unlimited, and other so-called non-traditional programs for learning and for obtaining academic credit for learning are attracting many participants and may change what is required or expected of public libraries.

Changes in the birth rate, population shifts, and other demographic factors affect educational institutions of all kinds and their relationships with public libraries. Such demographic changes are occurring rapidly in the Chicago metropolitan area, making efforts to project trends highly important in library planning as well as in planning for schools.

Another important aspect of the environment in which the Chicago Library System functions is that of participation in, and enjoyment of, all forms of artistic expression. Chicago is known throughout the world for the significance of its architectural development and for the quality of its Art Institute and Symphony Orchestra, but it has many other public and private organizations and institutions devoted to the visual and performing arts, and these are increasingly representative of all racial and ethnic groups in the area. An issue of the periodical, Chicago, gives an overview of such activities and is an indication of their importance in the life of the area.

The Chicago metropolitan area offers many forms of recreation. The Chicago Park District controls 486 parks and playgrounds, including twenty-eight miles of lake shore, and conducts many different recreational activities. The Forest Preserve District of Cook County, almost encircling the city of Chicago with its 62,000 acres, has attracted much favorable attention from its beginning and demonstrates that recreational resources can be saved and developed to the advantage of all those living in the area.[12] Private voluntary organizations and commercial organizations play important roles in the provision of recreation as they do in other fields. The concentration of large, nationally known institutions and organizations in sports and recreation as well as in the arts in the city of Chicago obviously places some special responsibilities on the Chicago Public Library.

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[12] League of Women Voters, The Key to Our Local Government: Chicago, Cook County, Metropolitan Area, 3d ed. (Chicago: Citizens Information Service of Illinois, 1972), pp. 86-88.

It is frequently said that the resident of Chicago or the Chicago metropolitan area lives under many layers of government; to the individual the word, "maze," may seem more descriptive of his situation than "layers." There is justification for this feeling because in 1972 Cook County contained 520 local governmental units with the power to levy taxes.[13]

Keeping in mind that all local government units are created by the state government, the Chicagoan may think first of the government of his city (municipality). The mayor and fifty aldermen are elected for four-year terms; the city clerk and the city treasurer are also elected. Under these elected officials are a large number of departments, boards, commissions, and agencies, such as the Department of Purchases, Contracts and Supplies; the Chicago Board of Health; the Chicago Plan Commission; and the Municipal Reference Library.

In addition to the government of the City of Chicago, the Chicago Park District (commissioners appointed by mayor), the Board of Education (members appointed by mayor), and the Junior College District (board members appointed by mayor) are governmental units with the same boundaries as the city.

Chicago is the county seat of Cook County, which is governed by sixteen County Board members (commissioners) and a president, elected for four-year terms. The Cook County Board also serves as the board for the Forest Preserve District, the Cook County Board of Health, and the Cook County Planning Commission. Nine elected trustees govern the Metropolitan Sanitary District of Greater Chicago, a separate municipal corporation serving most of Cook County.[14] The voters of Cook County elect the Superintendent of the Educational Service Region of Cook County, and those living outside the city of Chicago elect seven county school trustees. Both Chicago and Cook County qualify for home rule status under the 1970 Illinois Constitution.

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[13] Ibid., p. 7.

Although Cook County is divided into thirty-eight townships, eight townships in Chicago are described as mainly inactive. Outside Chicago, townships in Illinois are often active governmental units. Of the tax-supported public libraries in the state in 1974, 136 were township libraries, a number only exceeded by the 207 city libraries; these two types made up well over half the 549 tax-supported public libraries in the state.[15]

Between these units at the city, township, and county level and those at the state level of government are a variety of regional governmental units such as the Regional Transportation Authority, the Northeastern Illinois Planning Commission, and others.

The fact that the Chicago Public Library is a department of the City of Chicago and that the Chicago Library System is involved in what may be the most complex governmental structure in the country if one considers Cook County as a whole[16] affects every aspect of Library System operations.

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[14] Ibid., pp. 152-53.

[15] "Summary by Type of Library," Illinois Libraries 56 (October 1974): 606.

Of special importance for library planning is the fact that the resident of the Chicago metropolitan area has access to bookstores providing popular and scholarly books and periodicals, paperbacks of various types, textbooks, used and rare books, books and periodicals in various foreign languages, United States government publications, and such specialized types of material as church and Sunday School publications, maps, the occult, civil service books, publications related to specific professions and hobbies, and so on. Some institutions such as the Art Institute and agencies such as the Citizens Information Service of Illinois have bookstores or sell publications at their headquarters. There are also sources for the purchase or rental of nonbook materials such as art prints, films, and recordings. Few American cities afford as many opportunities for direct examination and purchase. The existence of so many sources for purchase gives the Chicago Library System special opportunities to buy for its own collections and to provide useful information to library patrons but does not diminish the need for library services.

The Chicago metropolitan area is also a regional and national publishing center although it produces more specialized works such as encyclopedias, directories, and textbooks than trade books. The metropolitan daily newspapers which serve a large surrounding region are published in Chicago as well as a variety of more specialized newspapers, magazines, and journals. Again, this means that special demands are made on the Public Library.

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[16] Harvey M. Karlen, The Governments of Chicago (Chicago: Courier Publishing Company, 1958), p. 7.

Not surprisingly, the Chicago metropolitan area is rich in libraries of all kinds, and it is important to view the services and resources of the Chicago Public Library in the perspective of both the historical development and the present operation of the other libraries in its area. Only a few major institutions and certain important relationships can be mentioned here or in the following section describing the Chicago Library System.

The quantity and quality of library service provided to students and teachers by the K-12 schools and school systems in the Chicago area ranges from excellent to little or none. As has already been mentioned, this situation is bound to have implications for public libraries because of the large numbers of students and teachers in these schools.

The two major university libraries, holding nearly six million volumes between them, belong to private institutions, Northwestern University and the University of Chicago. The tax-supported colleges and universities in the Chicago area tend to have much smaller libraries, primarily because they have attained large enrollments and diversified programs only in very recent years. The Center for Research Libraries with its more than three million volumes in hard copy and microform is located in Chicago, but the purpose of this institution is to serve its members and associate members, over ninety institutions in the United States and elsewhere, which maintain it. Sixteen Chicago institutions are members or associate members.

Two excellent governmental libraries, the Municipal Reference Library and the Cook County Law Library, are located only a few blocks from the Temporary Central Library of the Chicago Public Library. Both these specialized libraries are open to the public, but they are primarily intended to serve those directly involved in city and county government and are located and organized with this in mind. This is generally true of other governmental libraries in the metropolitan area.

Two famous "public libraries" in the nineteenth-century meaning of that term are located in Chicago, the John Crerar Library and the Newberry Library. However, the Crerar loans books to members only, and the Newberry Library is for reference use only; both have become increasingly specialized in their collecting policies. The Ryerson and Burnham Libraries of the Art Institute of Chicago are specialized reference collections open directly only to members of the Art Institute, staff, and a few others. In general, it can be said that most of the academic and special libraries in the area are open directly only to those connected with the institution or organization supporting the library; this, of course, is a normal situation and only emphasizes the importance of public libraries for general users.[17]

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[17] Illinois Regional Library Council, Libraries and Information Centers in the Chicago Metropolitan Area, ed. by Beth A. Hamilton and Eva R. Brown (Hinsdale, Illinois: Illinois Regional Library Council, 1973), pp. 247, 343, 41-42, 61, 83, 160, 223, 17-18.

The four library systems which geographically surround the Chicago Library System, North Suburban Library System, DuPage Library System, Suburban Library System, and Bur Oak Library System, are among the strongest systems in the state because they serve large populations and include some old, well-established public libraries as well as several rapidly growing newer ones.

Important as are all the aspects of the Library System's environment discussed so far, planning for the System must begin with the people it does or should serve as individuals or in groups. Information about the characteristics of the people entitled to use the Chicago Library System may be found in a wide range of sources, but it varies in the way it is organized, its recency, and its accuracy. A few key figures have been selected for use here to point up some of the problems and changes.

The population of Chicago increased rapidly almost from its beginning until recent decades; in 1950 it was 3,606,436; in 1960, 3,550,404;[18] and in 1970, 3,369,359. During the same period the population of the part of Cook County outside Chicago grew from 886,193 to 2,125,412.[19] The population of the six-county Standard Metropolitan Statistical Area increased from 5,177,868 in 1950 to 6,978,947 in 1970.[20] The 1,801,079 increase for the

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[18] League of Women Voters, The Key to Our Local Government: Chicago, Cook County, Metropolitan Area, p. 5.

[19] Ibid., p. 202.

[20] Ibid., p. 202.

SMSA represented about three-fourths of the increase for the whole state (8,712,176 in 1950; 11,113,976 in 1970). In addition to those living and/or working in Chicago, it has been estimated that 14,345 tourists visit Chicago on an average day.[21]

Population may be analyzed by such characteristics as age, racial and ethnic background, educational achievement, economic level, physical and mental handicaps, and others to determine numbers of persons who may have a common problem or need. The size and geographical location of some of these groups continue to change rapidly both within Chicago and in the surrounding areas, requiring adjustments in planning services for them. Public libraries have provided decentralized services through branches and bookmobiles for many years, but the current trend to provide services to such groups as the physically and mentally handicapped on a similarly decentralized basis is making the library service needs of these persons a concern of local libraries. The need of analysis to reveal changes and trends like those just mentioned is obvious, but the difficulty of obtaining the accurate information necessary for such analysis has become a recognized problem.[22] Here is a major challenge to those responsible for providing library services.

Library planning and policy making must be based on a detailed knowledge of the present environment and on the best available projections of changes in the years ahead if it is to be user-oriented.

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[21] Cutler, p. 125.

[22] Alan Merridew, "Minorities Hurt by Low Count in U.S. Census," Chicago Tribune, October 23, 1975, sec. 7, p. 1.

THE CHICAGO LIBRARY SYSTEM
A BRIEF SURVEY OF ITS PAST AND PRESENT

The Chicago Public Library came into existence as the result of an ordinance passed on April 1, 1872, by the Common Council of the City of Chicago, establishing "a free public library and reading room for the use of the inhabitants of the city."[1] Although numerous association, subscription, and private libraries had provided books and periodicals for many Chicagoans up to that time, the desire of some citizens for a free public library had not yet been achieved when the Chicago Fire destroyed some three million volumes in existing libraries in 1871.[2] An act of the Illinois General Assembly, approved on March 7, 1872, had authorized cities, incorporated towns, and townships to establish and maintain free public libraries and reading rooms and had made specific provision to deal with the plight of Chicago.[3] The action in Chicago followed quickly, spurred by donations of books from England and elsewhere.[4]

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[1] Chicago, Common Council, *Proceedings of the Common Council of the City of Chicago for the Municipal Year 1871-2, being from December 4th, 1871, to November 30th, 1872* (Chicago: Rand, McNally & Co., Printers, 1872), pp. 148-49.

[2] Gwladys Spencer, *The Chicago Public Library: Origins and Background* (Chicago: University of Chicago Press, /1943/), p. 41; Carleton Bruns Joeckel and Leon Carnovsky, *A Metropolitan Library in Action: A Survey of the Chicago Public Library*, University of Chicago Studies in Library Science (Chicago: University of Chicago Press, /1940/, pp. 28-30.

Both the city of Chicago and free public libraries had changed greatly by the time the General Assembly enacted the Illinois Library Systems Act of August 17, 1965, which provided for the development of a network of public library systems covering the entire state.[5] To distinguish the Chicago Public Library System more clearly from the seventeen other systems, which are cooperative systems, it has often been referred to as a consolidated system. The same Act designated the Chicago Public Library, subject to the approval of the Board of Directors of the Library, as one of the four Research and Reference Centers for the state; it is the only system whose headquarters library is also a Research and Reference Center.

The goal of the Illinois State Library as expressed in its 1972 _Long-Range Plan for Library Development_ is:

> The assured provision of excellent library service for all the residents of the state so that the need for cultural, educational, informational, and recreational resources can be met, and the governmental and economic development of the state can be fostered.[6]

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[3] Illinois, _Public Laws of the State of Illinois Passed by the Twenty-Seventh General Assembly at the Regular, Special, and the Adjourned Sessions, Convened January 4, May 20, October 13, November 15, 1871_ (Springfield: Illinois State Journal Print., 1872), pp. 609-11.

[4] Joeckel and Carnovsky, p. 30.

[5] Illinois, _Illinois Library Laws in Effect, January 1, 1974_ (/Springfield/: Michael J. Howlett, Secretary of State and State Librarian, /1974/), pp. 22-24.

[6] Illinois State Library, "Meeting the Challenge: Illinois State Library's Long-Range Program for Library Development in Illinois 1972-77," _Illinois Libraries_ 54 (November, 1972): 745.

Progress toward achieving this goal requires the continuing development of the library systems throughout the state and especially the system located in the most densely populated area of the state.

The increasing need for cooperation between different types of libraries has resulted in various kinds of organizational structures. The Chicago Public Library became a charter member of the Illinois Regional Library Council, which was incorporated March 9, 1971, to facilitate cooperation among all types of libraries "in order to assure improved access to the materials and information in all the libraries and information centers within the area of the council for all residents of that area."[7] As indicated by its name and purpose, the Illinois Regional Council is not limited to libraries within the city of Chicago.

In the decade since 1965, Illinois has moved from public library systems to multitype library systems although this development is only in its early stages as yet. Currently nonpublic libraries (academic, special, and school) are joining the Illinois Library and Information Network (ILLINET) as affiliate libraries by signing a memorandum of agreement with the Illinois State Library and/or library system committing themselves to cooperation.[8] As of December, 1975, 32 of the 49 academic libraries and 48 of some 225 special libraries in Chicago had signed affiliation agreements with what is now more accurately called the Chicago Library System.[9]

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[7] Illinois Regional Library Council, "The Five-Year Plan of the Illinois Regional Library Council, 1974-1979," Illinois Libraries 56 (November, 1974): 806.

[8] "Expanding ILLINET . . . Real Movement toward a Multitype Library Network," Illinois Libraries 57 (June, 1975): 371-81.

[9] Information supplied by Eva R. Brown, Coordinator of Interlibrary Cooperation, Chicago Library System, December 8, 1975.

The Chicago Public Library has had relationships with the federal government in specific areas of library service almost from its beginning. In 1876 the Library was designated as one of the depositories for publications of the United States Superintendent of Documents.[10] This changing and growing function has brought the Library large additions to its collections and the responsibility of making government publications available to the public. In 1931 the Chicago Public Library was selected as one of eighteen libraries to serve as regional centers for circulating books to the blind under the direction of the Librarian of Congress.[11] Again this function brought the Library much valuable material while requiring it to render a service to an area extending beyond the city of Chicago.

The financial structure which supports the Chicago Public Library parallels its service responsibilities. Under Illinois law, the Chicago Public Library is supported by funds received from a tax levied for library purposes by the corporate authorities. The levy for cities of over 500,000 population (i.e., Chicago) is limited to .12 percent of the value of all taxable property in the city, whereas other cities in the state may levy up to .15 percent.[12] An ordinance was passed by the Chicago City Council in

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[10] Adelaide Winston, "Special Collections and Services," Illinois Libraries 54 (April, 1972): 304.

[11] Robert S. Bray, "Blind and Physically Handicapped, Library Service," Encyclopedia of Library and Information Science, ed. by Allen Kent and Harold Lancour (New York: Marcel Dekker, /1969/) 2:629,636.

[12] Illinois, Illinois Library Laws in Effect, January 1, 1974, p. 5.

1974 under the "home rule" provision of the 1970 Illinois Constitution to authorize the Chicago Public Library to levy up to .15 percent, and the Library is now receiving .13 percent. Illinois law also permits an additional tax of .2 percent to be levied for library sites and buildings. The Chicago Public Library receives income from some sixteen special funds and bequests; such income can be expended only for the purposes named in each bequest. The gifts regularly received from the Friends of the Chicago Public Library in recent years are also earmarked for particular uses. Finally, the Library has receipts from fines on overdue materials, payments for lost or damaged materials, book rentals, fees for reserve requests, and other service charges.

The Chicago Public Library receives funds from the state of Illinois in two basic categories: the Library Development Fund, which is intended for System purposes, and a basic annual grant as one of the four Research and Reference Centers of the state plus the standard reimbursement for each title searched and for each title loaned to another library system in the state.[13]

The Library's functions as Illinois Regional Library and Chicago Sub-Regional Library for the Blind and Physically Handicapped are supported by federal, state, and city funds.

The Chicago Public Library System has received federal and/or state funds for a wide variety of specific projects and programs, such as the El Centro de la Causa Library Project, the Illinois Library Resources Enrichment Fund, Model Cities, Study Unlimited,

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[13] Ibid., pp. 23-24.

Illinois System Staff Enrichment Project, Writing in Chicago, and others. Such projects are normally limited to a specified time period, and funds must be used for the purposes described in the project proposal.

A new form of federal aid to libraries in the form of revenue sharing funds obtained by applying to the local government became available in 1973.[14] The Chicago Public Library received $900,000 in revenue sharing funds in 1973,[15] $519,250 in 1974,[16] and was promised $800,000 for 1975.

Illinois library law vests the powers for the immediate organization and direction of a public library in a city in a board of directors, consisting of nine members appointed by the mayor, and gives the board the power "to appoint a competent librarian and necessary assistants."[17] The basic administrative structure which is now being developed for the Chicago Public Library consists of a group of Assistant Chief Librarians, who are responsible for direct services to the public, and a group of Directors, who are responsible for the internal operations which support the services to the public. Many aspects of the Library's operations are subject to city, state, or federal legislation and/or administrative rules and regulations.

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[14] John T. Eastlick, "Financial Problems Affecting Metropolitan Libraries," Library Trends 23 (October, 1974): 212.

[15] Official Record of Board of Directors of the Chicago Public Library, October 14, 1974, p. 114.

[16] Information supplied by Benjamin B. Roseman, September 23, 1975.

[17] Illinois, Illinois Library Laws in Effect, January 1, 1974, pp. 6-7.

The collections and services of the Chicago Public Library can be described only in the briefest way here. At the end of Fiscal Year 1974, the collection of the Central Library (headquarters library for the System) was reported to contain 819,415 volumes (387,367 titles), 3,986 serial titles currently subscribed, 2,117 films, and 39,824 recordings.[18] The collections of the branch libraries vary widely in size and in types (formats) of library materials included. The Woodson Regional Library Center will not only have large collections of general materials but will provide suitable quarters for the Vivian G. Harsh Collection of Afro-American History and Literature. Finally, there are the special-purpose collections of the Department for the Blind and Physically Handicapped, housed at the Hild Regional Library; the Special Extension Services, housed at the Legler Regional Library; and the Multimedia Center at the Portage-Cragin Branch Library.

The Chicago Public Library provides a wide range of services, including the loan of many types of library materials for home use, the provision of materials for use within the Library's agencies, the provision of professional assistance in locating and using materials, and information service to those coming to the Library's agencies, telephoning, or writing. In order to carry out its obligation to make library services available to all, the Library endeavors to deliver its services to people where they are and in the forms which they are able to use. For example, materials, professional assistance, and programs are geared to meet the special needs of children, young adults, senior citizens, the blind and physically handicapped, those in institutions such as hospitals and prisons, various ethnic groups, and so on. Through an increasing number of specially funded or cooperative arrangements, the Library serves many persons and groups beyond the limits of the city of Chicago.

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[18] "Statistics of Library Systems in Illinois, 1973-1974," Illinois Libraries 56 (December, 1974): 904.

The Chicago Public Library is a key agency for the provision of information to the people of Chicago, but it is not the only agency providing information and consequently works in cooperation with a variety of other institutions and organizations. Fundamental to its function of providing and delivering library services is that of informing individuals and groups about the library services available to them. The Library makes use of displays of many types, posters, newspaper and magazine articles, publications such as booklists and calendars of events, television, radio, multimedia presentations, directional signs and similar utilitarian but essential devices, and other means of reaching its many publics. Similarly, all other activities of the Library have the primary purpose of supporting in the most effective ways possible the services given to the public.

As of May 31, 1975, the Chicago Public Library employed 1,827 persons on a full or part-time basis.[19] Library employees are classified as professional librarians, library associates, library clerks, custodians, guards, motor truck drivers, and pages; there are some very specific position titles such as graphic artist. As employees of a department of the City, Library staff members come under the jurisdiction of the Chicago Civil Service Commission, and in turn the rules and regulations governing the appointment, status, and tenure of the majority of local government employees in Illinois are regulated by civil service laws passed by the Illinois General Assembly. Thus policies and procedures affecting Library staff members may originate at the state, city, or institutional level. Federal laws, rules, and regulations apply when federal funds are involved in a project. Important civil service policies include the requirements that entrance and promotion to Library positions be based on examinations and that Library employees live within the City of Chicago. Fringe benefits provided include a pension plan, paid hospitalization and medical-surgical insurance, sick leave, and paid vacation time. Training for employees of the Chicago Public Library is provided within the Library by the Personnel Office, the Staff Association, and individual units and agencies as well as being available through the Chicago Civil Service Commission. In addition, the many academic institutions, professional organizations, and other agencies in the metropolitan area offer a wealth of opportunities for continuing education in many fields on all levels.

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[19] Information supplied by Arlene Chamberlain, Director of Library Personnel.

In 1975 the Chicago Public Library was housed in the following buildings: the 1897 building at 78 East Washington Street, now known as the Chicago Public Library Cultural Center; the Temporary Central Library, occupying approximately three floors of leased space in the Mandel Building at 425 North Michigan Avenue; the newly completed Carter G. Woodson Regional Library Center at 95th and Halsted Streets; seventy-six branch libraries (forty-five in rented space)[20] of varying sizes scattered over the approximately 225 square miles within Chicago's boundaries; six reading and study centers, five of them located in space supplied by the Chicago Housing Authority in public housing projects; and several libraries located in space supplied by the Cook County Department of Corrections. There were also nine mobile units of various types giving direct service to the public. Between 1967 and 1974, the number of branches and extension agencies of various types rose from sixty-one to eighty-seven, an increase of twenty-six.[21] Between 1965 and 1975, thirty-six public service agencies were housed in new quarters of some kind.[22]

The Chicago Public Library System has the sole or shared responsibility for rendering certain important services, particularly in the areas of information and education, to the people of a city with a population of over three million (3,369,359 according to the 1970 U.S. Census), a six-county metropolitan area with a population of 6,978,947, and a state with a population of 11,113,976. Because the city of Chicago is, and has long been, by far the largest city in Illinois and is surrounded by such a densely populated area, demands on its public institutions are inevitably heavy regardless of the obligations and financial support determined by law. As the Chicago Public Library enters its second century of service, it faces an even greater challenge than did the small new institution attempting to serve a city devastated by fire.

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[20] Information supplied by Chicago Public Library Branch Office.

[21] Ellen Zabel to David Reich, "Hours recommendations for branches," March 14, 1975.

[22] Information supplied by Chicago Public Library Branch Office.

STATEMENT OF NEEDS AND PROBLEMS UNDERLYING THE FIVE-YEAR PLAN, 1976-1980, OF THE CHICAGO LIBRARY SYSTEM

The problems created for public libraries by the increasing flood of materials, print and nonprint; by the growing need both for information and for assistance in locating information; by shifting population with its effects on both library service needs and traditional tax bases; and by the rapid rate of inflation are well known, and varied solutions are being proposed by librarians and others. The Chicago Public Library System is experiencing the problems of all urban public libraries and has some special ones of its own.

The plan of service for 1976-1980 is based on efforts to identify the most urgent problems involved in the provision of needed library services by the Chicago Library System and to formulate specific steps to be taken toward solving these problems. Discussion and documentation of the problems follow, in general, the order of topics used in the plan of service; references to the pertinent sections of the plan as well as to the preceding description of the Library System are given. The lack of current information based on systematic investigation of the needs and expectations of those served was seen as one of the problems; the Five-Year Plan Task Force did not regard such investigation as part of its mission.

The urgent need to improve various behind-the-scenes operations of the Chicago Public Library, as documented by Dr. John Rizzo of Western Michigan University in his report of his 1974 study,[1] by the other five task forces of early 1975 in their proposals, [2] and in a number of earlier studies and reports, is the reason for a greater emphasis on tasks and activities related to internal library operations than is usual in five-year plans of service for library systems.

The Chicago Public Library is entering on its second century of service at a time of rapid change in every area of life. If the Library is to meet the needs of the people who support it, an organized effort must be made to obtain accurate current information about those people and their needs and expectations rather than basing decisions on what has been done in the past or on the strongest pressures at a given moment. A distinguished librarian, Ruth Warncke, has stated very concisely the reasons for such study, the nature of the information to be gathered, and the way it is to be used:

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[1] John R. Rizzo, "A Report on Service Operations of the Chicago Public Library," February, 1975.

[2] Chicago Public Library, Career Opportunities for Clerical Employees Task Force, "Proposal Submitted by the Career Opportunities for Clerical Employees Task Force," /June, 1975/; Chicago Public Library, Circulation Policies and Procedures Task Force, "Proposal," May 2, 1975; Chicago Public Library, Materials Selection Task Force, "Proposal of the Materials Selection Task Force," /May, 1975/; Chicago Public Library, Security Task Force, "Task Force Proposal," May 6, 1975; Chicago Public Library, Training Task Force, "A Proposal to Make Provision for Training of Chicago Public Library Staff," April 30, 1975.

> To fulfill its function, the staff of the public library must have current, documented, organized information concerning its public's background, needs, and interests. Unless it has this data, and has built the library's collection, its program, and its relations with the community around the insights derived from it, the library can scarcely be of real significance to the community.[3]

Much of the needed information is available in printed sources or from persons or organizations not far from the Library's many agencies, but encouragement and some expert aid in assembling and analyzing the data as well as time for the activity are needed. (See Objective A, Task 1.)

Many uses of the information to be obtained through a community study are incorporated in the plan for 1976-1980 and demonstrate why this task is considered basic. However, the greatest challenge to be found in the plan is probably the use of the results of the community study to set priorities for action. (See Objective A, Task 3.)

For the immediate future, there seems to be considerable agreement among library staff members, workers in other community agencies, and the general public about the need for study and/or action in some specific areas of service. The Library's program of services for children is generally acknowledged to maintain a high standard, but, as in most public library systems today, there is dissatisfaction and disagreement about the types and quality of services provided for the junior-high-school age group and for those immediately beyond that stage. Study is needed to determine the combinations of staff, library materials, physical facilities, and programs most likely to produce satisfactory services for young people. It may not be possible to serve all those within this age span successfully by treating them as a single group, but whatever decision is reached, a workable administrative structure must be devised. (See pages 22-23 and Objective A, Task 4-f.)

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[3] Ruth Warncke, "Analyzing Your Community: Basis for Building Library Service," Illinois Libraries 57 (February, 1975): 64.

Public and school libraries play distinct but complementary roles in serving children and young people in any community; cooperation between the two at all levels is essential if the best possible service is to be given with the least friction and wasteful duplication. The Chicago Public Library has long been involved in providing library service within the city's public schools at all levels. According to Lowell Martin, "the first elementary 'libraries' were classroom deposit collections furnished by the public library," and "the first high school libraries were provided entirely by the public library . . ."[4] The Chicago Public School System and other schools in the city have gradually assumed more of the responsibility for providing their students with the kind of school library service integrated with the school curriculum which is now regarded as desirable. However, in 1975 the majority of the stops of the mobile units (bookmobiles or travelling libraries and mini-vans) of the Chicago Public Library were made at schools. In addition, many Special Deposits and Paperback Libraries were supplied to schools by the Special Extension Services of the Chicago Public Library. These services all too often appeared to be used as substitutes for adequate school library service provided by the school system and to result in poor service to the students and the inhibition of the development of good school libraries.[5] At the same time, funds were lacking for developing or improving other services for which the public library has the sole responsibility. (See pages 5-7 and Objective A, Tasks 4-a and 5.)

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[4] Lowell A. Martin assisted by Terence Crowley and Thomas Shaughnessy, *Library Response to Urban Change: A Study of the Chicago Public Library* (Chicago: American Library Association, 1969), p. 239.

To change and improve the complex and long-standing relationship of the Library to schools will require informed discussion at various levels over a period of time followed by action by the Boards and administrators. The need for such discussion and action is made more urgent by the advent of multitype library networks in Illinois. School libraries may now become affiliate members of the state's eighteen library systems,[6] but such relationships can only be workable when based on sound, well-defined concepts of the role of each type of library.

Although under federal leadership valuable library services have long been given to the blind, and since 1966 to those with physical handicaps which prevent them from handling printed materials in conventional ways, it has become evident that much remains to be done to reach a significant number of those eligible for the special services and to give these and other physically handicapped persons equal access to regular library services and resources. There is also growing awareness that the mentally and emotionally handicapped and persons confined in institutions may not have access to library service in any real sense and that local public libraries have some responsibility for serving them. Such expanded or new services will require study and imaginative planning. (See page 14 and Objective A, Task 4-b, c, and d.)

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[5] Joseph L. Wheeler and Herbert Goldhor, Practical Administration of Public Libraries (New York: Harper, 1962), pp. 392-93.

[6] "Expanding ILLINET . . . Real Movement Toward a Multitype Library Network," Illinois Libraries 57 (June, 1975): 378-80.

The increasing number of retired and/or elderly persons in the population and the fact that these persons tend to have some common needs for information and problems with the use of library services have made it desirable to plan for this particular group and to provide some special services for them. (See Objective A, Task 4-e.)

Another area in which the Library's services need study and redefinition is that relating to the needs of the large number of ethnic groups in the Chicago metropolitan area. Chicago is, and has long been, a multicultural city with ethnic consciousness maintained and expressed in its many neighborhood communities and varied institutions.[7] Today some of Chicago's communities seem ethnically stable, but many are in a state of flux. When a community changes rapidly, not only the services and resources of the library agency serving it may need to change, but staff members need assistance which may involve orientation to the to the incoming group(s) or transfer to the areas where the outgoing group(s) are locating. This is a problem to be expected in a city with a multicultural population, and ways of handling it should be planned. (See Objective A, Task 4-g and Objective C, Task 4.)

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[7] Irving Cutler, *Chicago: Metropolis of the Mid-Continent* ([Chicago]: Geographic Society of Chicago, [1973]), pp. 37-43.

Such analysis of the needs and expectations of the total population to which the Chicago Public Library System has responsibilities reveals that it must plan to serve not only geographical areas or "place communities" but also groups of people with similar interests and/or common problems who may be scattered throughout the whole geographical area served by the Library; the latter are sometimes called "interest communities."

A positive statement that "the Library is committed to a multimedia approach" appears in the Materials Selection Policy of the Chicago Public Library,[8] and considerable detail on what this means can be found throughout that document. However, movement toward making this commitment a reality has been uneven. Problems include: different methods are required for selecting, ordering, and processing nonprint materials from those used with print; staff members need the opportunity to examine nonprint materials and accompanying equipment before selecting and ordering just as they examine print materials; if nonprint materials are to be used within an agency rather than loaned, suitable equipment (hardware) and space must be provided just as they are for reference materials in print; work of the several specialists in nonprint materials now on the Library staff should be coordinated so that the greatest benefits may be realized from their knowledge and skills. (See page 22 and Objective A, Task 6; Objective B, Tasks 1, 2, 5, and 6; and Objective C-4.)

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[8] Chicago Public Library, Materials Selection Policy of the Chicago Public Library (Chicago: Chicago Public Library, 1970), p.36.

A specific problem in the area of nonprint material is the difficulty which branch librarians have had in obtaining 16mm films from the Audiovisual Center of the Library for use in programs in the branches. The Library's interagency delivery service has been too slow to use for such tightly scheduled materials and also has lacked the security measures necessary for handling films. Not only has the number of branches offering film programs increased, but the total number of branches has grown. Meanwhile the demand for films for groups has been increasing. The following statistics show this development dramatically:

REELS OF FILM LOANED TO BRANCHES		AUDIENCE COUNT
1970	4,163	79,559
1973	11,578	516,307
1974	6,292	314,350

(Few film programs for adults were scheduled by branches in 1974, but the 1975 trend is again upward.)

REELS OF FILM LOANED TO GROUPS		AUDIENCE COUNT
1970	65,286	2,386,535
1973	82,791	4,126,362
1974	104,453	5,597,044

In an effort to solve this problem, funds were obtained to purchase films for use in the branches, and a Branch Film Center is to be set up. (See Objective A, Task 6-b and c.)[9]

The success of a library's program of direct services to its publics depends heavily on the effectiveness of a variety of activities not visible to the public. For example, in the opinion of many staff members, one of the greatest obstacles to giving good library service to those using the Chicago Public Library System is the condition of the delivery service responsible for the distribution of internal mail, library materials including new books and audiovisuals as well as interagency loans, supplies, equipment, and furniture to all units and agencies of the Library. The functions of transportation, shipping and mail distribution were among those studied and found wanting by Dr. John Rizzo in 1974, and his "Report" contains specific recommendations for their improvement.[10] The Circulation Policies and Procedures Task Force,[11] the Materials Selection Task Force,[12] and the Security Task Force[13] all found that the delivery system was involved in the urgent problems to which they were seeking solutions. Not only would a better delivery system improve service to users, it could reduce costs because the number of items lost or damaged in transit should be reduced and because a variety of expensive methods are used to circumvent the present system in order to get the reader what he wants soon enough to be usable. (See Objective A, Task 7-a and b and Objective D, Task 3.)

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[9] Statistics supplied by Diane Purtill, Head, Audiovisual Center, Chicago Public Library Cultural Center, September 2, 1975.

[10] Rizzo, pp. 44-45.

[11] Chicago Public Library, Circulation Policies and Procedures Task Force, "Proposal," May 2, 1975, p. 39.

[12] Chicago Public Library, Materials Selection Task Force, "Proposal of the Materials Selection Task Force," /May, 1975/, p. 36.

[13] Chicago Public Library, Security Task Force, "Task Force Proposal," May 6, 1975, pp. 27-28.

A major problem involving internal operations of the Library is that relating to satisfactory bibliographic access to the total collections of the Chicago Public Library. The public card catalog (PCC) of the Central Library (headquarters of the System) lists the books (with certain exceptions) owned by the Central Library, but it does not show which branch libraries own these books nor does it list nonprint materials except audiocassettes. The PCC is considered to be frequently inaccurate because of lack of effective maintenance through the years. At present it is divided into three sections: one for books classified by the Dewey Decimal Classification System, one for those classified by the Library of Congress Classification System (adopted on January 1, 1974), and one for the relatively small number of books still classified by the old Poole System. Each subject division of the Central Library and each branch library has a card catalog of the books which it owns. There are special records of periodical holdings, government publications, printed and recorded music, films, and other types of library materials.

For staff use, there is an official catalog, that is, a list of books owned by the Chicago Public Library arranged alphabetically by author and giving some subject entries as well as bibliographic details; however, this official catalog is not up-to-date. There is also a shelf list which shows which agencies own at least one copy of a given title. If the official catalog were up-to-date, it would be possible to determine which agencies own a given title by using both these records although they are located in the Catalog Department and are unique. Similar records of nonprint materials do not exist. (See page 22.)

It is often impossible to give prompt, efficient service to users of the Chicago Public Library System because there is no practical way to determine which agencies of the Library own a desired item. When no copy of the item is available at the Central Library, the only way to learn whether some branch library may have a copy available is by random guessing and calling. Neither maximum service to library users nor maximum use of library materials is possible. This situation is particularly serious because the Chicago Public Library is now the only one of the four Research and Reference Centers for the state which has no record of its holdings which can be made available to the other Research and Reference Centers or to the seventeen other library systems in the state. This means that all requests for materials which the other Research and Reference Centers do not own must be sent to the Chicago Public Library for searching here. If requests for materials which the Chicago Public Library does not own could be eliminated without sending them to Chicago, readers would receive faster service on their requests, and Chicago's "fill" rate on requests would doubtless be higher.

It is worth noting that the Chicago Public Library's holdings in fiction, foreign language materials, and periodicals are considered particularly useful. Items in the first two categories are especially likely to be found in branch library collections and thus be difficult to locate.

The rapid technological developments of recent years make possible a variety of solutions to the problem of the lack of some form of union catalog; these are now being studied and recommendations for action prepared. (See Objective A, Task 7-d.)

Another problem which requires careful study to reveal its true dimensions is that of providing the types and quality of library services which will meet the needs existing in the Loop area of Chicago. The business, commercial, and transportation center of Chicago continues to be in the Loop area, and The Comprehensive Plan of Chicago recommends increases in housing in what it refers to as the Central Area Communities.[14] In addition to the large numbers of people working and/or living in and around the Loop, many others come more or less frequently for a wide variety of purposes, one of which may be library usage. Obviously, the library needs in such an area are many and extremely diverse, and they are expected to increase.

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[14] Chicago, Department of Development and Planning, The Comprehensive Plan of Chicago (Chicago: Department of Development and Planning, 1966), pp. 116-17; Chicago, Department of Development and Planning, Chicago 21: A Plan for the Central Area Communities, prepared by the Chicago Department of Development and Planning, Chicago Central Area Committee, and others (Chicago, Department of Development and Planning, 1973), pp. 2-6.

The Central Library at 78 East Washington Street has provided browsing, reference, and information services based on both print and nonprint materials for users of all ages as well as a variety of related cultural programs. Because the Central Library has had a larger collection of circulating materials, containing more copies of titles, covering more subjects, and doing so in greater depth than any single branch library, Chicagoans have had access to a large library either directly or through requests made at their community branches. Not surprisingly, the building itself has long since been outgrown both in regard to physical space necessary for library materials, staff, and users and in regard to capacity to house new and different kinds of services.

The Popular Library of the Chicago Public Library Cultural Center is to be considerably larger than formerly and is well located to serve the function of a browsing and recreational collection. It is arranged for this purpose, and space is not available for it to expand into other kinds of service. The Cultural Center will also house service to children and even more cultural and educational activities than in the past. The Temporary Central Library at 425 North Michigan Avenue will carry on the other direct services to library users and the support to the branch libraries as well as possible, but the amount of space available in the Mandel Building is acknowledged to be inadequate, and the location is poor as far as services to the majority of users coming to the Library in person is concerned. It should be noted that the larger, stronger branch libraries are all located at a considerable distance from the Loop and that only one of the large regional library centers proposed in Library Response to Urban Change[15] has been built.

Although the Central Library has always provided a larger reference collection of materials in all formats and more specialized assistance in its use than the branch libraries, it has never developed the collections and staff characteristic of a research library, leaving Chicago without one type of public library service taken for granted in many large American cities. One reason for this failure in development lies in the historical fact that two great specialized libraries, the Newberry Library and the John Crerar Library, developed almost simultaneously with the Chicago Public Library and that the three had a working agreement concerning collection building and service policies.[16] However, the collection and service policies of the Newberry and Crerar Libraries have changed in the course of the years, and the need for information and research facilities has become increasingly important to individuals and organizations. The creation of a research library within the Central Library has also been hampered by the need to serve large numbers of general readers and to supplement the collections and services of the branch libraries. (See pages 11-12.)

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[15] Martin, pp. 108-11.

[16] Carleton Bruns Joeckel and Leon Carnovsky, A Metropolitan Library in Action: A Survey of the Chicago Public Library, University of Chicago Studies in Library Science (Chicago: University of Chicago Press, /1940/, pp. 391-93.

Planning to provide high quality library services of all the types needed in the Loop area will have to have a high priority because of the temporary nature of the present arrangements outside the Cultural Center. Such planning will be affected by the Library's status as a System and as a Research and Reference Center, by current technological possibilities, by the constraints of the present financial situation, by the decisions and policies of neighboring educational and cultural institutions, and by various other factors. (See Objective A, Task 11, and Objective E, Task 5.)

The size of a library's collections of print and nonprint materials is one of the most familiar measures used for evaluating its quality, but the number of items or different titles owned is only one way, and possibly not the most important, of judging a library's ability to meet its users' needs and expectations. According to Lowell Martin's Library Response to Urban Change, "the main collection of the Chicago Public Library with few exceptions, must be characterized as somewhere at the junior or intermediate college level which is usually built up in cities much smaller than Chicago, but not as a collection with the reference and subject area capacities suitable for a great metropolitan center."[17] This statement not only reinforces the previous discussion of the need for a research library but has implications for the Library's total collection. Some of the practices which led to this situation have been changed since the publication of Martin's study, but further reorganization within the Library, increased financial support, and formal cooperative arrangements with other libraries and library systems seem to be necessary to provide Chicagoans with access to collections geared to all levels of need in all fields. (See pages 22-23 and Objective B.)

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[17] Martin, p. 55.

A few specific problems in regard to collection building and maintenance seem to stand out at present. All libraries receive many gifts of materials ranging in value from rare books and manuscripts to wastepaper, but the Chicago Public Library still has no central gift processing unit.[18] The four Redistribution Centers to which the branches send materials no longer useful in their collections (withdrawals) in order to make them available to other library agencies do not seem to function effectively.[19] These materials are not, or should not be, worn out or obsolete, and their transfer to agencies where they can be used is an inexpensive way of extending collections. The disposal of discarded materials also constitutes a problem of handling because if they cannot be disposed of immediately there must be space for their storage. (See Objective B, Tasks 8, 9, 10, and 11 and Objective E, Task 6.)

Chicago has always been a city in which dozens of languages besides English have been used. Throughout its history the Library has made varying efforts to meet the needs for materials in languages other than English and for learning English as a second language. The rapid increase in the Spanish-speaking population in the Chicago area in recent years has increased the needs for materials in Spanish particularly. However, more materials in all formats and on various levels of difficulty in a number of different languages should be acquired by the Library and should be made available more promptly and easily. To do this requires use of both local sources such as bookstores and sources in other countries; in turn, procedures for ordering materials must be flexible enough to permit effective use of such sources. (See Objective A, Task 4-g-(1) and Objective B, Tasks 1 and 6-d.)

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[18] Ibid., pp. 57, 66, 152.

[19] Chicago Public Library, Materials Selection Task Force, "Proposal of the Materials Selection Task Force," /May, 1975/, pp. 20-21.

High quality library services cannot be provided without adequate numbers of well qualified, highly motivated staff members appropriately placed and given satisfactory working conditions. The number of staff members in various categories which are assigned to each unit of the Library should be determined by the program of services of the unit and by its safety and security conditions; the level of financial support for the Library, of course, is a major constraint on the planning of the program of services and hence on staffing. The physical expansion of the Library has a direct effect on staff distribution. Statistics prepared early in 1975 showed that, although there were small increases in the number of persons employed in various categories between 1967 and 1974, the increase in the number of agencies to be staffed and to be provided with necessary services, such as materials processing and deliveries, had resulted in a significant decrease in average staff per agency[20] and had lessened the overall effectiveness of such services as the interagency delivery system. (See pages 23-25.)

Study of the staff needs of the Chicago Public Library in 1975 reveals poorly balanced staffing of some agencies (i.e., too few professionals and too many clerical workers or the opposite situation), lack of provision for emergency situations, and simple lack of enough staff to carry out the planned program of services. The latter includes lack of staff members with the special skills and experience to give special services and occurs in the Central Library as well as in the branches. Some of the Library's public service agencies do not have enough staff members at present to give normal service in a safe atmosphere even if every staff member is present as scheduled. In other cases, absence of one or more staff members for training purposes or necessary duties outside the agency to say nothing of absence because of illness, personal business days, or vacation creates a staffing emergency.[21] A carefully developed plan taking into account the assessment of staff requirements, known contingencies, and financial constraints could alleviate this problem and assure that library users would receive good service at all times in every agency. (See Objective C, Tasks 1 and 2.)

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[20] Ellen Zabel to David Reich, "Hours Recommendations for Branches," March 14, 1975.

[21] Chicago Public Library, Security Task Force, "Task Force Proposal," May 6, 1975, pp. 10-12.

The methods of record keeping in the Personnel Office have apparently not kept pace with the rapid expansion of the Library and with new needs for information about staff. As a result, urgently needed information has often been unavailable at the time or in the form needed. Efforts are now under way to adapt the personnel records system to the demands made upon it and to take advantage of techniques made possible by current technology. (See Objective C, Task 3.)

Although a variety of opportunities for training and continuing education of staff members exists, there is at present no coordinated pattern for training staff members new to the Library or newly promoted, for giving in-service and promotional training, and for offering needed retraining and continuing education.[22] Despite some excellent training activities, gaps and deficiencies in past training programs have produced certain serious problems which plague the staff members involved and their supervisors.[23] (See page 24 and Objective C, Tasks 4 and 5.)

The Library System has no clearinghouse for up-to-date information about the many and varied educational opportunities available to staff through professional organizations, educational institutions, and other agencies in the Chicago metropolitan area and elsewhere. Very limited use has been made of the assistance in training which the Chicago Civil Service Commission is capable of giving or of Study Unlimited, a program for adult learners co-sponsored by the Chicago Public Library and the City Colleges of Chicago. (See Objective C, Task 4-c, d, and e.)

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[22] Chicago Public Library, Training Task Force, "A Proposal to Make Provision for Training of Chicago Public Library Staff," April 30, 1975, pp. 3, 10-12.

[23] Rizzo, pp. 28, 38.

Training is not a panacea for all the problems of the Library, but it is an important element in their solution. Carefully planned, high quality training can improve the quality of service given to the public, raise staff morale, and contribute to the economical operation of the Library.[24] Untrained or poorly trained staff members may react by displaying poor service attitudes toward the public, and they will probably waste supplies, misuse equipment or fail to use it at all, and make poor use of their working time while finding their work experience very unsatisfying.

Every staff member of the Library is directly affected by the content and grading of promotional examinations, the procedures used for evaluation of work performance, and the disciplinary measures used or possible; staff questions and complaints are often concentrated on these matters. Investigation shows that improvements in all are possible and again the end result would be better service to the public. (See page 24 and Objective C, Tasks 6, 8, and 9.)

In discussing most of the problems described above, the matter of communication was found to be involved. Communication must flow in three directions--down, up, and across--in any organization. Blockage or distortion of communication in any of these directions produces problems. Some of the problems caused or increased by poor communication within the Chicago Public Library which have been identified are: existing services are not made available to the public or are not correctly explained; many operating procedures which should be uniform throughout the Library both for the convenience of library users and to facilitate the transfer of staff members from one agency to another are not uniform; lack of prompt factual information, failure to provide continuous and understandable interpretation of such complex matters as the budgetary process, conflicting directives and reports, and other communication breakdowns regarding matters important to the staff encourage the spread of rumors, produce fears which may be needless, and often create a threatening atmosphere not conducive to good work.

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[24] Chicago Public Library, Training Task Force, "A Proposal to Make Provision for Training of Chicago Public Library Staff," April 30, 1975, pp. 6-8.

One of the most important means of internal communication is the staff meeting at which two-way communication can take place on the spot. Various kinds of staff meetings are necessary in such a large library, but one of the most vital is that for all members of the staff of an individual unit or agency. In some units of the Library, such meetings apparently take place very infrequently or not at all, satisfactory arrangements are not made to brief those who cannot attend a meeting, or the meetings are conducted in such a way that they do not seem helpful to most of the staff involved. Other types of staff meetings vary in frequency and quality. It should be possible to record staff meetings on audiocassettes for the use of those unavoidably absent. As a source of audiovisual materials and equipment, the Library should be in an excellent position to enhance the meetings of its own staff by using a variety of techniques for presenting information and aiding in the learning of new skills and attitudes. The scheduling of staff meetings should be one of the factors considered in determining the hours of opening of the Library's public service agencies. Staff meetings are a form of in-service training and can help staff members to become and remain well-informed, enthusiastic persons who win the liking and trust of the people they serve. (See Objective D, Task 1.)

One of the most frequently discussed needs in the area of internal communications is that for an up-to-date, usable "staff manual," easily available to every staff member. The need encompasses personnel information applying to every employee of the Library, an official statement of current Library policies, clear instructions for carrying out many different work routines in different kinds of units, and a collection of samples of the various forms used in the Library correctly filled in. Obviously several different publications rather than a single "staff manual" will be necessary to meet these needs in a practical way. It is worth noting that each of the five task forces appointed at the same time as the Five-Year Plan Task Force included in its proposal some type of manual or handbook.[25]

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[25] Chicago Public Library, Career Opportunities for Clerical Employees Task Force, "A Proposal Submitted by the Career Opportunities for Clerical Employees Task Force," /June, 1975/, pp. 19-20; Chicago Public Library, Circulation Policies and Procedures Task Force, "Proposal," May 2, 1975, pp. 12-15; Chicago Public Library, Materials Selection Task Force, "Proposal of the Materials Selection Task Force, /May, 1975/, p. 22; Chicago Public Library, Security Task Force, "Task Force Proposal," May 6, 1975, p. 14; Chicago Public Library, Training Task Force, "A Proposal to Make Provision for Training of Chicago Public Library Staff," April 30, 1975, pp. 23, 27, 30.

There is a strong desire for accurate, up-to-date, realistic, and complete information in a quickly accessible form. (See Objective D, Task 2.)

The quantity and quality of mechanical and electronic methods for communicating between the various public service agencies and other units of the Library System directly affect the quality of service offered to the public. The problem of the interagency delivery system has already been discussed, but there are or could be other means of interagency communication. Telephone service is limited by the number of lines available to the System, their heavy use at busy hours, and conflicts between direct public service and necessary staff communication. Teletype is used for communication with the other Research and Reference Centers in the state but not within the Chicago Public Library System. Computer display terminals are used by the Catalog Department for querying the computer of the Ohio College Library Center. Closed-circuit television and cable television are still in the unknown future for this Library along with other less-publicized technological developments in communication. Methods of faster, accurate, internal communication at reasonable cost are needed to give Chicagoans full access to all the library resources now available for them. (See Objective D, Tasks 3 and 4.)

Another constantly felt need in internal communication is that for reliable current news about all aspects of the operations of the Library System which affect staff members.[26] A weekly or monthly publication(s) giving such news and expressing both administration and staff viewpoints is a customary method of satisfying this need in organizations; at present this need is being at least partially met in the Library. Many memoranda giving "hot news" or clarifying problems are also being issued, but there are difficulties in assuring that they reach everyone for whom they are intended promptly and that they remain available in a systematic arrangement as long as they may be needed. (See Objective D, Task 5.)

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[26] Chicago Public Library, Career Opportunities for Clerical Employees Task Force, "Proposal Submitted by the Career Opportunities for Clerical Employees Task Force," /June, 1975/, p. 19.

It has been said that negative information does not flow upward and that upward communication in general is the most difficult to maintain in effective operation. In a large and geographically scattered organization like the Chicago Public Library, the planners and decision-makers at the top are very far from those serving the public directly or carrying out necessary internal routines, but the successes and failures at the grass roots and staff members' feelings about them are responsible for the conception which most library users have of the library. The flow of information, including "bad news," upward is vital and needs to be facilitated. (See Objective D, Task 6.)

The physical facilities housing the Chicago Public Library in 1975 varied greatly in overall condition, in suitability of location, and in adequacy for the purposes of the specific agency. The 1897 building now known as the Chicago Public Library Cultural Center at 78 East Washington Street is being renovated and remodeled. A major purpose of the work is to restore and display effectively the Tiffany glass domes, mosaics, marble, and other artistic features of the building. In addition, "a five-story public-facilities core" to connect the two large wings of the building is being constructed. As noted above the space occupied by the Temporary Central Library at 425 North Michigan is neither permanent nor suitable in size or location for good service to the public. (See pages 24-25 and Objective E, Task 5.)

Despite the fact that there are some new and attractive branch library buildings, many of the branch libraries have been poorly maintained and/or need major repairs; some are poorly located.[27] Maintenance, repair, and custodial care are areas of internal operations where much improvement is needed and which must be considered when new agencies are proposed and planned. Users of the Library react to the physical conditions of the agencies as well as to the services offered. (See Objective E, Tasks 1, 2, and 3.)

The Illinois Regional Library and the Chicago Sub-Regional Library for the Blind and Physically Handicapped are housed in overcrowded quarters in the basement of the Hild Regional Branch Library. Special Extension Services, which supplies Special Deposits and Paperback Libraries to many organizations and institutions, supervises the Reading and Study Centers, operates several diverse specially funded projects, and offers various other services, is housed in overcrowded and unsuitable space in the

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[27] Rizzo, pp. 15-18, 27-29, 37-38; Chicago Public Library, Security Task Force, "Task Force Proposal," May 6, 1975, pp. 15-16, 20-24.

Legler Regional Branch Library. The problems of housing gift materials as well as withdrawn and discarded materials have already been discussed in connection with collection building. Finally, at least some of the Library's mobile units are reported to be in unsatisfactory physical condition for giving dependable, economical service to the public. (See Objective E, Tasks 4 and 6.)

The wide range of means which the Chicago Public Library uses for informing its many publics of its resources and services have been described. The Broadcasting Unit, Displays and Graphics Unit, the proposed Office of Library-Community Relations, the Coordinator of Programs and Exhibits for the Chicago Public Library Cultural Center, the individual public service agencies, and all other units of the Library share the responsibility for contributing to the knowledge and understanding which those entitled to use the System have of it. All these units influence the attitudes of Chicagoans toward their Public Library and should, in turn, provide information to the administration of the Library about those attitudes as staff members experience them. However, at present there is no provision for coordination to assure coverage of all aspects of this important dialogue between the Library System and its publics, to facilitate cooperation without limiting the creativity and initiative of those involved, and to provide for operation within the priorities determined for the Library's program of services. The branch libraries particulary feel a need for expert assistance in carrying out varied activities in communicating with the public effectively and economically. (See page 23 and Objective F.)

Many of the changes and improvements projected in the following five-year plan for the Chicago Public Library System should result in saving money or in obtaining more and better services for the funds expended. Nevertheless, it is unlikely that any study will show that the Library is meeting the needs for library service at an adequate level. Consequently, efforts to increase the financial support of the Library are vital. In 1971-1972, Chicago ranked twenty-eighth in per capita expenditures among public libraries in municipalities having populations of 300,000 or more.[28]

In considering the amount received by the Library from local tax funds, it must be recalled that this is always reduced by the varying amounts of uncollected taxes and by the interest which must be paid on tax anticipation warrants necessitated by the fiscal practices of the City of Chicago. The Library would probably be on safer ground in regard to its tax levy if Chicago were authorized to levy up to .15 percent for library purposes by a state law rather than by a city ordinance. (See pages 19-20 and Objective H, Task 1.)

Compared to some large public libraries, Chicago Public Library has relatively limited amounts of income from bequests and special funds given by private individuals and groups. The financial report for 1973 showed receipts of $30,076 from trust income and special funds of this type.[29] (See page 20 and Objective H, Task 2.)

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[28] John T. Eastlick, "Financial Problems Affecting Metropolitan Libraries," Library Trends 23 (October, 1974): 222-23.

Specially funded projects are a mixed blessing for any library. In many cases, the project proposal obligates the library to carry on the project with its own funds after the funded period of the project ends. The library may also be obligated to disseminate information about the project and its results throughout the state or the United States as part of the project although no funds have been provided specifically for this purpose. Another situation which may have financial implications is that which comes about when a project, usually of an experimental nature or aimed at a specific target group in the population, enables one or a few library agencies to offer services not available at all agencies or to operate for a time under somewhat different policies; this can lead to misunderstanding by the public and to demands for similar services and policies in all agencies of the library. The Chicago Public Library has experienced all these problems with specially funded projects as well as the obvious advantages which they afford. (See pages 20-21 and Objective H, Task 3.)

Although the Five-Year Plan Task Force did not carry out a community study and did not formally set priorities for the tasks and activities which it formulated, the members' perceptions of the community served by the Chicago Public Library System and their feelings about priorities for goals and actions are undoubtedly reflected in the five-year plan which follows. This statement of problems and needs should leave no doubt about those perceptions and priorities because it was intended to supply background information and emphasis where it was most strongly felt that they were needed.

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[29] Official Record of Board of Directors of the Chicago Public Library, October 14, 1974, p. 112.

THE FIVE-YEAR PLAN OF THE CHICAGO LIBRARY SYSTEM

1976-1980

The goals of the Chicago Library System are to develop improved and expanded library resources and services and to assure equal opportunity of access to them by all Chicagoans regardless of their geographical location, economic, physical, or social condition, or level of intellectual achievement. Efforts to move toward these goals during the five years, 1976-1980, will focus on:

I. Evaluating, improving, and adjusting existing programs of service and developing new programs to fill gaps and meet new needs with a continuing emphasis on user-oriented services.

II. Cooperating in appropriate ways with other agencies and organizations in the community in providing and/or supplementing the library resources and services necessary to meet the growing information needs of an urban society.

III. Improving as rapidly as possible the functioning of the Chicago Public Library as a Research and Reference Center for the state, a function mandated by the Illinois Library Systems Act of 1965 (L. 1965,

p. 3077; amended by P.A. 77-1150, sec. 1), and as a participant in the various regional cooperative efforts to provide excellent library services to those living in the Chicago metropolitan area.

IV. Improving the fiscal position of the Chicago Library System so that it can meet its responsibilities to the city, state, and nation.

OBJECTIVES

A. To develop a program of library services aimed at more adequately meeting the needs of every Chicagoan. (See page 58.)

B. To provide library materials, both print and nonprint, to support more adequately the program of services of the Chicago Public Library and to enable it to fulfill its responsibilities as a Research and Reference Center of the state of Illinois more satisfactorily. (See page 83.)

C. To develop a staff of the size and quality to support more adequately the program of services of the Chicago Public Library. (See page 92.)

D. To improve communication within the Chicago Library System in order to give better service to the public and to provide a more satisfactory work environment for the staff. (See page 101.)

E. To provide and consistently maintain functional, safe, and attractive physical facilities necessary to house the direct services to the public and the essential behind-the-scenes activities of the Chicago Public Library. (See page 105.)

F. To further develop and to coordinate all means used for communication between the Chicago Library System and its publics so that an increasing number of the individuals, groups, and agencies entitled to use the Library System will be aware of its range of resources and services and will make use of them. (See page 110.)

G. To modernize and make more effective the internal fiscal procedures of the Chicago Public Library so that the largest possible proportion of its income will be available to support its services to the public. (See page 113.)

H. To increase the financial resources of the Chicago Public Library System so that it can fulfill its responsibilities to the city, state, and nation. (See page 115.)

OBJECTIVE A:

To develop a program of library services aimed at more adequately meeting the needs of every Chicagoan.

OBJECTIVE A

1. Study the service area of the Chicago Library System as a whole and each of the communities making up the city of Chicago, involving all those concerned to assure that the information collected will have the depth as well as the breadth needed and to build a basis for understanding and concern about the results of the study as related to library service. (See pages 27-29.)
   a) The Assistant Chief Librarian-Community Relations and Special Programs (of Service) will be responsible for planning, coordinating, and supervising the complete study, which will cover both the city as a whole and the individual neighborhood communities. The community study should reveal opportunities for cooperation between the Library and other agencies, public and private; it should identify the organizations and services most actively used by the people; and it should supply information uniquely applicable to planning improvements and changes in the Library's services to its publics.
   b) Each library unit giving direct service to the public will be responsible for conducting the study of its own community and involving community residents and organizations. However, the

OBJECTIVE A-1-b)

Assistant Chief Librarian-Community Relations and Special Programs (of Service) will provide guidelines, including a delineation of the geographical area to be studied by each unit, and assistance to insure that methods of acquiring some basic information will be uniform throughout the city so that the data collected will be comparable.

c) The first community study will be completed by January 1, 1977, and will be updated biennially thereafter to insure that the Library System will be constantly alert to community needs in order to anticipate changes and new services which may become necessary.

d) The completion of the first community study by the specified date will be the first measure of the achievement of this task. The usefulness of the study in carrying out the next four tasks will evaluate its worth; this will be investigated systematically at appropriate times.

2. Utilize the results of the community study to design a program of service to meet the discerned needs of the city as a whole and the individual communities, considering the staff, library materials and equipment, hours of operation, and physical facilities required.

OBJECTIVE A-2

a) The Administrative Team of the Library[1] will provide leadership in this activity by developing guidelines for designing the programs of service and coordinating the plans of the individual units giving direct service to the public. The Administrative Team will deal specifically with the problem of balancing the need for uniformity with the value of flexibility in programming and procedures.

b) Each unit giving direct service to the public will follow the guidelines of the Administrative Team in developing a program of service based on the needs revealed by the community study and any other factors found necessary.

3. Taking into consideration the results of the community study, determine priorities of library needs for Chicago as a whole and for all types of the Library's public service agencies. (See page 29.)

   a) The Administrative Team of the Library will develop a method which will insure both public and staff participation in the priority-setting process.

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[1] David L. Reich, "The Chicago Public Library: Planning for Change," speech presented to the annual joint meeting of the Chicago Library Club and the Illinois Chapter of the Special Libraries Association, Chicago, Illinois, January 28, 1975, pp. 12-13.

OBJECTIVE A-3

b) Future budgets of the Library will be based on the priorities determined; these priorities will be revised at regular intervals.

4. Considering the revealed needs of each public service agency of the Library, study the special services offered by the Chicago Public Library to groups with special needs or characteristics and strengthen, or redesign if necessary, the delivery of these services to all areas of the city.

   a) Under the direction of the Chief Librarian, an effort will be made in 1976 to initiate talks with the Superintendent of the Chicago Public Schools on defining the appropriate roles of the two systems in working with children and young people and about practical methods of cooperation between the systems. Similarly, in 1976 an effort will be made to organize a committee composed of responsible representatives of all school (K-12) systems in Chicago and two or more appropriate staff members of the Chicago Public Library to discuss common problems and identify areas of possible cooperation. (See pages 29-31.)

   b) The Department for the Blind and Physically Handicapped will carry out the sub-goals and objectives in the approved "Plan of Service"

OBJECTIVE A-4-b)

of the Illinois Regional Library the Blind and Physically Handicapped for Fiscal Year 1976 and those for succeeding years and will observe the provisions of the contractual agreements existing between the Chicago Public Library and both the Library of Congress and the Illinois State Library.[2] (See pages 31-32.)

c) The Assistant Chief Librarian-Community Relations and Special Programs (of Service) will identify the groups of persons prevented by physical handicaps from normal access to the services of the Library but not eligible to use the Department for the Blind and Physically Handicapped and will investigate the various kinds of assistance, organized (e.g., Books for the Homebound Service) and unorganized, offered by the Library to such persons. He/She will report to the Administrative Team by December 31, 1977, and recommend the next steps to be taken to insure that such persons have increased access to the Library's services.

d) The Assistant Chief Librarian-Community Relations and Special Programs (of Service) will investigate

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[2] Robert F. Ensley, "Library Service for the Blind and Physically Handicapped: A Network Approach for Illinois," Illinois Libraries 57 (September, 1975): 457-60.

OBJECTIVE A-4-d)

all services being offered by the Chicago Public Library System to persons confined to institutions such as hospitals and prisons. He/She will report to the Administrative Team by December 31, 1978, and recommend the next steps to be taken to insure that such persons have more adequate access to the services of the Library System. (See page 32.)

e) The Assistant Chief Librarian-Branches and Regional Libraries and the Assistant Chief Librarian-Community Relations and Special Programs (of Service) will continue to explore all library service available to, and that used by, senior citizens in Chicago, making use of information gathered in the community study, and will prepare recommendations for changes and essential new services by July 1, 1977. (See page 32.)

(1) The position of Senior Citizens' Services Specialist in the office of the Assistant Chief Librarian-Branches and Regional Libraries will be created, budgeted and filled in accordance with the priorities determined and the constraints of the budget.

(2) The proposed Senior Citizens' Services Specialist will carry out the planning and the tasks required by the approval of any of the recommendations referred to in e) above.

OBJECTIVE A-4-e)

(3) The proposed Senior Citizens' Services Specialist will be responsible for the services to be offered to centers where the aging congregate, such as nutrition centers and Chicago Park District facilities, using paperback collections and the new vehicles to be purchased. He/She will evaluate the effectiveness of the service at the end of its first year of operation.

(4) The proposed Senior Citizens' Services Specialist will continue to cooperate with the Mayor's Office for Senior Citizens and with other agencies serving the aging for the purpose of providing library services meeting the needs and desires of all senior citizens.

f) The Chief Librarian will designate a task force of appropriate staff members to explore all library services available to, and those used by, young people of junior-high age level and immediately beyond; this task force may include staff members who have volunteered and some representatives of the groups to be served. The task force will make recommendations to the Administrative Team by January 1, 1977, concerning ways of providing high quality library services to meet the needs and desires of all young persons. (See pages 29-30.)

OBJECTIVE A-4-f)

(1) The position of Young Adult Services Specialist in the office of the Assistant Chief Librarian-Branches and Regional Libraries will be created, budgeted and filled in accordance with the priorities determined and the constraints of the budget.

(2) If appointed in time, the proposed Young Adult Services Specialist will cooperate with the task force studying services to young persons.

g) The Assistant Chief Librarian-Community Relations and Special Programs (of Service) will use the results of the community study and all other available information to investigate the needs and expectations of groups which have found the services and facilities of the Library System more difficult of access or of less value because of language, cultural, and/or economic problems and will also evaluate the results of such present programs as Model Cities and the El Centro de la Causa Library Project in order to recommend ways by which the Library might equalize service to these groups. (See pages 32-33, 42-43.)

(1) The planned coordinating program, Service to the Spanish Speaking in Chicago, including the Spanish Language Specialist, will be initiated as soon as possible and will be evaluated

particularly to give guidance in planning library services to similar groups when it is determined that they are needed.

(2) The Assistant Chief Librarian-Community Relations and Special Programs (of Service) will study the work done and the results achieved by the Neighborhood Information Centers Project in five large city public libraries to determine whether this service or some components of it may be useful and practical in Chicago.[3]

h) The Chief Librarian will appoint a representative group to study the present use of all facilities of the Chicago Public Library System by those enrolled in the many secondary and post-secondary educational institutions of all types in the metropolitan area as well as by independent adult learners; this group will also consider possible future trends in such usage. The study group may include staff members who have volunteered because of special knowledge or interest and representatives of those served. Within six months of the date of its appointment, the group will present the Administrative Team with an informational report which will serve as a basis for planning. (See pages 5-7, 29-30, 33-34.)

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[3] This Project was based on "A Proposal to Research and Design Criteria for the Implementation and Establishment of a Neighborhood Information Center in Five Public Libraries in Five Cities: Atlanta, Cleveland, Detroit, Houston, and Queens Borough." Dorothy Ann Turick, "The Neighborhood Information Centers Project," RQ 12 (Summer, 1973): 342-43.

5. Consider the various ways in which the mobile units (bookmobiles or travelling libraries and mini-vans) owned by the Library can be used, including the provision of library service where there is no branch library, the provision of travelling exhibits concerning the Library's resources and services or such special events as the Bicentennial celebration, and so on. (See pages 30-31.)
    a) The Chief Librarian will designate a group of appropriate staff members, including the Assistant Chief Librarian-Branches and Regional Libraries, to study the alternate uses of the mobile units and make recommendations to the Administrative Team by January 1, 1977.
    b) During 1976-1980, the use of the mobile units to give the kind of direct service to schools (K-12) which serves as a substitute for adequate school library service provided by a school system will be phased out by replacing twenty percent of the 1974-1975 school stops each year with stops at locations considered likely to attract adults, young people,

and children who do not now seem to use any library agency or with other suitable uses.

6. Improve the access which Chicagoans of all ages have to nonprint library materials throughout the Chicago Public Library System. (See also Objective B-1, 2, 5, 6, and 11 and Objective C-4.) (See pages 33-35.)
    a) The Audiovisual Center of the Chicago Public Library Cultural Center will investigate the possibility of lending 16mm films on individual library cards rather than restricting their use to registered groups as at present. A report with recommendations will be made to the Administrative Team by December 31, 1976.
    b) The 16mm films which were purchased with state funds for program use in the branch libraries will be processed and organized so that the Branch Film Center can begin the planned service as soon as possible. The location of the Center will be reconsidered, taking into account the current condition of the Library's interagency delivery system and the cost of film inspection and repair equipment.
    c) The media specialists, the branch coordinators, and the age group specialists of the Chicago Public Library will use the information gained through the community study about needs and will make a concerted effort in 1977 to devise additional

practical methods of supplying nonprint materials and equipment of the kinds needed to the agencies where they are most needed and to encourage their effective use.

7. Provide administrative and internal management services within the Chicago Public Library of a quality adequate to assure the success of the Library's public service program. (See pages 28, 35-38.)
   a) The appropriate administrative officers of the Library will give special attention to developing methods of delivering equipment, furniture, library materials, mail, and supplies promptly, safely, and accurately within the Library System and to other institutions and organizations as necessary. (See also Objective D-3.)
   b) The position of Traffic Manager[4] in the office of the proposed Director of Library Facilities and Equipment will be created, budgeted and filled in accordance with the priorities determined and the constraints of the budget. The Traffic Manager will be responsible for the efficient flow of materials within the Library System, carrying on the work already begun.

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[4] John R. Rizzo, "A Report on Service Operations of the Chicago Public Library," February, 1975, pp. 44-45.

c) The capabilities of the Ohio College Library Center (OCLC) Shared Cataloging Network, which include building up a computer record or data base of books ordered by each library using the Center and supplying catalog cards for those books, and the subsequent developments of that pilot project will be utilized to provide timely delivery of new library materials to all public service agencies of the Chicago Public Library.

d) A master plan for producing a usable record which will list all library materials owned by the Chicago Public Library and will show which agencies own them will be developed. The record will provide information sufficient to identify each item, will be capable of being corrected and updated, will be of a kind which can be reproduced for use in a number of locations both within and outside the Library System, and will have production and maintenance costs within the Library's budgetary constraints.

   (1) The first phase of the plan adopted for producing the necessary record of holdings will be started within one year of the adoption of the plan.

   (2) The Systems Analyst will study the various possible methods of taking an inventory of all library materials, print and nonprint, owned

by the Chicago Public Library and will present recommendations with costs to the Administrative Team of the Library as soon as feasible.

e) Such improved policies and procedures for the circulation of library materials as are possible in the immediate future will be developed and put into operation, but all such changes will be made with awareness of the possible future automation of many circulation procedures.

   (1) The position of Coordinator of System-Wide Circulation Services[5] will be created, budgeted, and filled in accordance with the priorities determined and the constraints of the budget.

   (2) The proposed Coordinator of System-Wide Circulation Services will continue implementation of the changes recommended by the Circulation Policies and Procedures Task Force as directed by the Administrative Team.

   (3) The Administrative Team of the Library will give special consideration to the problem of regaining possession of valuable library materials which have been kept by borrowers for an inordinate length of time in order to

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[5] Chicago Public Library, Circulation Policies and Procedures Task Force, "Proposal," May 2, 1975, p. 15.

maintain the strength of the Library's collections for the use of all and to reduce replacement costs. A recommendation taking into account the practices in use at the time for sending overdue notices and otherwise attempting to obtain return of materials will be made no later than March 31, 1976.

(4) The proposed Coordinator of System-Wide Circulation Services will evaluate the major changes made in circulation policies and procedures during 1975 and 1976, using simple and quick methods, beginning no later than December 31, 1976, in order to recommend whether the changes should be continued or adjusted.

(5) The Systems Analyst will prepare a comparative cost analysis of the present circulation control system versus a number of the techniques for circulation control made possible by present technology by January 1, 1977,[6] and will interpret it so that the possible changes and their implications can be discussed with full understanding by the Library's staff and Board of Directors.

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[6] Ibid., p. 32.

OBJECTIVE A-7-e)

(6) The task force created by the Administrative Team on May 21, 1975, to study interagency (within the CPL System) and interlibrary (with other libraries and library systems) loan policies and procedures of the Chicago Public Library System will report its recommendations for improving the ease of access to these services and their speed for all Chicagoans no later than February 1, 1976.

f) Efficient and economical methods of purchasing, issuing, and accounting for the furniture, supplies, and all the types of equipment required to support the Chicago Public Library's program of service will be adopted.[7] (See also Objective G-1-c).)

(1) The position of Director of Library Facilities and Equipment will be budgeted and filled in accordance with the priorities determined and the constraints of the budget.

(2) Inventories of the equipment, furniture, and supplies owned by the Library will be taken as rapidly as possible so that replacements, repairs, and additions can be planned and budgeted in an orderly fashion.[8]

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[7] Rizzo, pp. 34-36; Chicago Public Library, Security Task Force, "Task Force Proposal," May 6, 1975, p. 26.

[8] Chicago Public Library, Security Task Force, "Task Force Proposal," May 6, 1975, p. 26.

OBJECTIVE A-7-f)

(3) A continuous inventory of equipment, furniture, and supplies belonging to the Library will be maintained in the future.

(4) Furniture and equipment already owned by the Library will be suitably marked as soon as possible as a security measure, and this practice will be continued with all new items purchased.[9]

g) More adequate provision for the safety and security of patrons, staff, library materials, equipment, and physical facilities of the Chicago Public Library will be made.[10]

(1) The position of Director of Library Safety and Security will be budgeted and filled as soon as possible.

(2) The Director of Library Safety and Security will implement the recommendations made by the Security Task Force as directed by the Administrative Team of the Library.

(3) The Director of Library Safety and Security will investigate various types of equipment now available, such as time-lapse photography for surveillance, and will provide recommen-

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[9] Ibid., pp. 26-27.

[10] Ibid., p. 6.

dations with cost estimates on those which might meet specific probems of the Library.

(4) Within one year of appointment to their positions, the Director of Library Safety and Security and the proposed Assistant Director of Personnel, Training, will plan and carry out a pilot training program for staff members giving direct public service.[11] The program will focus on essentials of safety and security common to all public service agencies of the Library.

(5) The Director of Library Safety and Security will evaluate the major changes made in the areas of safety and security in 1975 and 1976, using simple and quick methods, beginning no later than December 31, 1976, in order to recommend whether the changes should be continued or adjusted.

h) A unit which will provide printing and duplicating by various processes and other related services for the Library in an efficient and economical way will be developed;[12] it will operate in close coordination with all the units of the Library needing its services.

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[11] Rizzo, p. 39.

[12] Ibid., p. 39.

OBJECTIVE A-7-h)

(1) The Systems Analyst will continue to investigate the equipment available and the Library's needs in this area and will make recommendations to the Administrative Team on a continuing basis.

(2) The Chief Librarian will designate a group of appropriate staff members to study the possibility of providing a centralized photocopying and microfilming service within the Library System. Such a unit would not only operate as a service to all units of the Library System and to the public but would protect library materials from mishandling during the copying process. This group will report within six months from the date of its appointment.

8. Improve the services given by the Chicago Public Library as one of the four Research and Reference Centers for the state of Illinois and as a member of the Illinois Library and Information Network (ILLINET).[13] (See pages 36-38, 41-42.)

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[13] ILLINET "is a statewide intertype library network composed of local public, academic, special, and school libraries, eighteen library systems, four research and reference centers, and two special resource centers of last resort." "Introducing ILLINET . . . The Beginnings of a Statewide Network," Illinois Libraries 57 (June, 1975): 364.

OBJECTIVE A-8

a) The Assistant Chief Librarian-Central Library, assisted by the proposed Special Collections Librarian and the Division Chiefs, will be responsible for determining the areas of greatest strength and those of least strength in the resources and services of the Chicago Public Library in relation to its statewide responsibilities. (See also Objective A-7-d) and Objective B-7.)

b) The record of total holdings of library materials of the Chicago Public Library will be used to locate more quickly specific titles requested or materials needed to answer reference questions asked by Chicagoans or by libraries and library systems outside the city.

(1) Equipment such as teletype and computer display terminals which could provide quicker responses within the System to such requests will be investigated and possible sources of funding for such equipment and its maintenance will be explored; reports and recommendations will be submitted to the Administrative Team.

(2) Library materials borrowed from another library or library system will be delivered to the Chicago Public Library agency at which they

were requested, with necessary exceptions, when this is feasible. (See Objective A-7-a).)

c) The Interlibrary Cooperation Project, which is aimed at achieving more effective interlibrary cooperation and one hundred percent affiliate membership in the Chicago Public Library System, will be implemented and evaluated as required in the proposal of May 12, 1975.

9. Study the functions of the Chicago Public Library System in the Chicago metropolitan area with particular emphasis on such matters as the reciprocity agreements between the Chicago Public Library and suburban libraries; the Infopass Program of reciprocal access among member libraries of the Illinois Regional Library Council; and services to businesses, industries, and other organizations as corporate entities. This study should include problems of financial support for such metropolitan area services. (See also Objective B-2 and Objective H.)

   a) Under the direction of the proposed Assistant Chief Librarian-Plans and Programs Evaluation, a three-month study of the reciprocity agreements, Infopass, and similar arrangements will be designed and carried out in 1978 to show as clearly as possible the whole range of effects which these plans have on the

OBJECTIVE A-9-a)

services given by the Library System and to be used as a basis for decisions about changes, expansion, etc., in the Library's participation.

b) The Chief Librarian will designate a group of appropriate staff members to investigate new ways of financing such services and to report by December 31, 1978.

10. Experiment with special services which serve short-term needs, for example, a do-it-yourself reference library on home and automotive repairs, framed art reporductions for loan for home use, special information service for the unemployed.

    a) The Assistant Chief Librarian-Community Relations and Special Programs (of Service) will provide a clearing-house for all suggestions for such services and for information about those being carried on in any agency of the Library System.

    b) Unless other provision has been made for the evaluation of a particular project, such services will be evaluated at least annually and a decision made to maintain, expand, or discontinue the service.

11. Plan and prepare to provide more adequate library services in the Loop area of Chicago. (See pages 38-41.)

OBJECTIVE A-11

a) Under the direction of the Chief Librarian, the Administrative Team of the Library will continue to study the various ways of meeting the needs for a conveniently located and effective library for general readers in the Loop, for a collection containing a good range of titles and sufficient copies of much-used titles to supplement the collections of the branch libraries as the Central Library has always done, and for a research library with the kind of collections and services needed by specialists; recommendations will be made to the Board of Directors no later than December 31, 1977.

b) The Board of Directors will study possible methods of funding the library facilities needed in the Loop, determine the priority these needs have, and take appropriate action.

12. Improve the Chicago Public Library's ability to provide reliable facts from the Library's materials, print and nonprint, and to make referrals to the appropriate official, specialized, and professional agencies. (See pages 5, 23.)

a) The Assistant Chief Librarian-Central Library and the Assistant Chief Librarian-Branches and Regional Libraries will confer with other concerned staff members to determine what steps, other than those included in this Plan, can be taken immediately to improve the accuracy, promptness, and understanding with which information is supplied to users of all the Library's public service agencies. The two Assistant Chief Librarians will report actions taken and results observed at the end of 1976.

b) The information gathered in the course of the community study will be used to improve the information and referral service of every public service agency, and all public service agencies will be encouraged to collect, organize, and make maximum use of this type of material.

13. The progress which the Chicago Public Library is making each year toward achieving Objective A will be evaluated by the number of recommended positions created, budgeted, and filled; the number of studies and/or reports with recommendations and cost estimates submitted as required; the specified deadlines met; and the taking of particular actions where they are called for; as well as by any special evaluative measures prescribed.

a) The position of Assistant Chief Librarian-Plans and Programs Evaluation, created some years ago but never filled, will be reactivated, budgeted, and filled in accordance with the priorities determined and the constraints of the budget.

b) Until an Assistant Chief Librarian-Plans and Programs Evaluation has been appointed, the Administrative Team of the Library will be responsible for the annual revision of the Library System's Five-Year Plan as well as for the overall evaluation of progress each year.

OBJECTIVE B:

To provide library materials, both print and nonprint, to support more adequately the program of services of the Chicago Public Library and to enable it to fulfill its responsibilities as a Research and Reference Center of the state of Illinois more satisfactorily. (See pages 40-42.)

1. Study the needs for library materials, print and nonprint, of each public service agency of the Chicago Public Library.
    a) Knowledge of the Library's present collections, the results of the community study, and information about currently available materials will be used by appropriate staff members in designing guidelines for development of the collection of each agency (subject division, branch, special department) by December 31, 1977.

b) General policies for designating materials for use in the library agency only (reference) or for home use will be developed during 1976 and made known to staff throughout the Library System because different kinds of agencies necessarily have different policies.

2. Study the materials collections, print and nonprint, of other libraries in Chicago, especially the affiliate libraries, and in the surrounding area to determine what changes in policies concerning duplication and other aspects of collection building may be appropriate and practical for the Chicago Public Library System.
   - a) The information already collected by, and available through, the Illinois Regional Library Council will be used as an important resource in this study.
   - b) The heads of the subject divisions of the Central Library and the Coordinator of Interlibrary Cooperation will identify other libraries with which close, direct relationships should be established in the immediate future, and under the direction of the Chief Librarian, discussions with the chief librarians and governing bodies of these libraries will be continued or begun in 1976 and 1977. (See also Objective A-9.)

OBJECTIVE B

3. Analyze the requests received by the Chicago Public Library from its affiliate libraries, as a Research and Reference Center for the state, and from elsewhere and the responses made to these requests to discover significant patterns which may be useful in shaping collection-building policies.
   a) Work on this analysis will begin when the Temporary Central Library at 425 North Michigan and the Woodson Regional Library Center are in full operation because the responses to request will presumably be somewhat different at that time than during the transitional period.
   b) Work on this analysis will also be related to the progress in the production of the record of the holdings of the library materials in the Chicago Public Library which is projected in Objective A-7-b) because the existence of such a record will materially affect responses to requests.

4. Continue to work with the other three Research and Reference Centers to develop a coordinated acquisitions policy. The Chicago Public Library representative for this project will report the necessary procedures for this task.

OBJECTIVE B

5. Review and update the Materials Selection Policy of the Chicago Public Library (1970) and provide for its regular use by all staff members concerned with materials selection throughout the Library.

    a) The Chief Librarian will appoint a group representing all types of agencies for which materials are selected to prepare the revised edition, which will be completed three months from the time of appointment of the group. The revision group will be kept informed of work being done for tasks one through four and will incorporate useful information and any decisions which may have been reached.

    b) The revised edition will be evaluated and preparation made for the next edition on the basis of written reports from the staff concerning statements which are not clear, questions which are not answered, and new problems which need to be covered.

6. Reorganize the present Book Selection Department into a Materials Selection Unit which will have the functions of organizing and distributing order lists for print and nonprint materials and of providing all public service agencies in the Library System with professional expertise and bibliographic support in the selection of materials in all formats along with related equipment.[14]

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[14] Chicago Public Library, Materials Selection Task Force, "Proposal of the Materials Selection Task Force," /May, 1975/, pp. 4-5.

OBJECTIVE B-6

a) The Head of the proposed Materials Selection Unit will continue to implement the changes recommended by the Materials Selection Task Force as directed by the Administrative Team.

b) The position of Nonprint Selection Specialist in the Materials Selection Unit will be created, budgeted, and filled in accordance with the priorities determined and the constraints of the budget. (See pages 33-34.)

c) Provision of some kind of examination or preview facility for all types of nonprint materials will be planned, budgeted, and put into operation as soon as possible.

d) The arrangements for ordering all types of materials in all foreign languages will be reviewed at the end of 1976 by those involved in the use of such materials, and recommendations concerning which procedures should be continued and which changed will be made. (See pages 42-43.)

e) The Chief Librarian will appoint a group of staff members from the various units affected to study the recommendation by the Materials Selection Task Force[15] that a warehouse of pre-selected, pre-ordered, uncataloged paperbacks be set up to

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[15] Ibid, pp. 10-11.

OBJECTIVE B-6-e)

facilitate acquisition of paperbacks by the Library's public service agencies. The group will consider the probable amount and kind of usage of such a unit, the probable effect on service to the public, possible savings in staff time and other areas which the Library might realize, and alternative ways of financing and housing such a warehouse. The group will report within three months of its appointment.

7. Identify, utilize, and publicize the special collections of materials which already exist in the Library System and strengthen these where necessary. (See Objective A-8-a) and Objective B-2,3, and 4.)
   - a) The Chicago Public Library will plan and carry out within the next three years a program to inform potential users throughout Illinois of the exact nature and terms of use of the Vivian G. Harsh Collection on Afro-American History & Literature and of its location in the Woodson Regional Library Center. A significant increase in the number of visitors and requests by mail and phone between 1975 and 1978 will constitute achievement of this part of this task.
   - b) The Special Collections Librarian will endeavor to locate the remaining parts of special collections known to have existed in the past in branch libraries

(e.g., the Masaryk Collection at Toman Branch) and to determine their present value and usage and future policy in regard to them.

c) The Systems Analyst and the Head of the Newspaper Service will study the possibility of indexing the Library's holdings of local area newspapers which future computer capacity may make possible and investigate any similar projects which may be in progress or under consideration in other institutions such as the Chicago Historical Society Library. They will report by December 31, 1978, to the Administrative Team.

8. Develop guidelines for weeding the materials collections of the public service agencies of the Library and for handling both discards and withdrawals. (See also Objective E-6.)

   a) The past and present operation of the four Redistribution Centers will be reviewed, and their revitalization, including possible consolidation in one location, will be planned, taking into consideration the recommendations of the Materials Selection Task Force.[16] (See page 42.)

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[16] Ibid., pp. 20-21.

b) The Systems Analyst will provide the Administrative Team with information and cost estimates relating to the feasibility of including data on materials usage in a future automated circulation system to aid in weeding the Library's collections.

9. Develop a written statement of policy concerning the acceptance of gifts of library materials and the active solicitation of gifts of library materials or funds with which to purchase such materials. The policy statement developed will take into account the needs discovered by carrying out task B-1, the statements in the revised Materials Selection Policy, and the priorities set under Objective A, task 3. (See page 42.)

10. Establish procedures for handling gift materials accepted which will include expert sorting and evaluation, disposal of those not usable for library purposes, and necessary storage space for the whole operation. (See also Objective E-6.)

   a) A staff member in the proposed Materials Selection Unit will be designated to aid the subject divisions and branches with the problems of handling gift materials until a permanent arrangement can be set up. Such aid may consist of suggesting staff members with special knowledge about materials in a given area who may be consulted and supplying similar referrals for help on other aspects of the problem.

b) Under the direction of the Head of the proposed Materials Selection Unit, a one-year study of the amounts and kinds of gift materials received by the Chicago Public Library will be made to provide information about staff and space needed to handle them.

c) General guidelines for the sorting and disposal of gift materials accepted will be developed by the Head of the proposed Materials Selection Unit in consultation with appropriate staff members and will be submitted to the Administrative team by December 31, 1977.

11. Develop a last copy center (an area where last copies of works owned by the Library will be kept and protected when this is desirable) when the records of the Library's holdings make it possible to identify last copies. The procedures for carrying out this task will be developed at the appropriate time.

12. Establish criteria for evaluating the materials collections in the various kinds of agencies of the Chicago Public Library, using the experience gained in carrying out the first four tasks listed for this

objective. Procedures for carrying out this task will be developed after three years of experience with the four tasks mentioned.

13. The progress which the Chicago Public Library is making each year toward achieving Objective B will be evaluated by the number of recommended positions created, budgeted, and filled; the number of studies and/or reports with recommendations and cost estimates submitted as required; the specified deadlines met; and the taking of particular actions where these are called for, as well as by any special evaluative measures prescribed.

OBJECTIVE C:

To develop a staff of the size and quality to support more adequately the program of services of the Chicago Public Library. (See pages 43-46.)

1. Determine the staff needed for the operation of the Chicago Public Library as it exists, considering the number of people, the special skills, talents, training, and personality traits needed.
    a) The Director of Library Personnel, assisted by other appropriate staff members, will prepare recommendations on the Library's staff requirements for the next budget year for submission to the Administrative Team of the Library and the Board

of Directors. The recommendations will be based on requests submitted by each unit of the Library and will constitute the assessment of current total staff needs.

b) The Administrative Team and the Board of Directors will consider the recommendations concerning staff requirements and all alternative means of meeting them in order to give high quality public service. They will then decide on the requests for new or changed position titles to be made to the Civil Service Commission and the requests for staff to be made in the 1977 budget.

c) The assessment of staff needs will be an annual procedure to assure that requests for staff change as needs change. The assessment will incorporate knowledge of community needs gained from the proposed community study as soon as this becomes available; it will also make use of information obtained as tasks two, seven, and eight below are carried out.

2. Develop a description of the staff requirements of each subject division, branch library, and other unit of the Library based on the several factors affecting the needs of each unit.[17]

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[17] Chicago Public Library, Career Opportunities for Clerical Employees Task Force, "A Proposal Submitted by the Career Opportunities for Clerical Employees Task Force," /June, 1975/, p. 11.

OBJECTIVE C-2

a) Under the supervision of the Director of Library Personnel, an up-to-date description of staff requirements for each unit of the Library will be prepared by the head of each unit, and the compiled list will be issued by December 31, 1976.

b) All positions existing in the Chicago Public Library will be listed and arranged in the most workable way for the purpose. Taking into account known urgent problems, competent job analyses of 20 percent of the positions will be made each year for the next five years.

c) Using the more accurate information about needs in relation to positions which will be supplied by the descriptions of staff needed by the unit and by the job analyses, new or changed position titles which seem desirable, such as more descriptive titles for positions in the Business Office,[18] will be submitted to the Administrative Team for possible inclusion in the annual request to the Civil Service Commission for position titles.

d) Under the direction of the Chief Librarian, an organizational chart for the Chicago Public Library which will include all positions existing and show lines of authority will be prepared by July 1, 1976.

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[18] Ibid., pp. 7-10.

OBJECTIVE C-2

e) The job descriptions used internally by the Library and those used by the Civil Service Commission for library positions will be reviewed annually.

f) The description of staff requirements for each unit will be reviewed annually.

3. Reorganize the records system in the Personnel Office in such a way that necessary information will be collected and will be available at the times and in the forms required for the current operation of the Library and for planning for the future. Procedures for carrying out this objective will be developed as the capacity of the Library's automated information retrieval system becomes adequate for handling them. (See page 45.)

4. Provide prompt orientation and necessary training for all staff members new to the Library; provide training for newly promoted staff members; provide specialized types of training when these become necessary; retrain present staff when necessary and feasible. (See pages 45-46.)

   a) The position of Assistant Director of Library Personnel, Training, will be created, budgeted and filled in accordance with the priorities determined and the constraints of the budget.

   b) The proposed Assistant Director of Library Personnel Training, will continue to implement the proposals of the Training Task Force as directed by the Administrative Team.

c) The proposed Assistant Director of Library Personnel, Training, will work closely with the Director of Training of the Chicago Civil Service Commission to improve and increase the training opportunities available to members of the Library staff through the Commission.

d) The proposed Assistant Director of Library Personnel, Training, will make systematic efforts to see that all qualifiable staff members know about and are encouraged to make use of training opportunities.

e) The proposed Assistant Director of Library Personnel, Training, will study the in-service and continuing education needs and desires of the Library's staff and the use made of existing opportunities and will plan and coordinate training programs to meet these needs and desires to as great an extent as budgetary and other contraints make possible. All available resources both within and without the Library will be utilized[19]

5. Study the supervisory practices at every level in the Library, consider the various methods--better training,

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[19] Chicago Public Library, Training Task Force, "A Proposal to Make Provision for Training of Chicago Public Library Staff," April 30, 1975, pp. 20-21.

OBJECTIVE C-5

more effective internal communication, etc.--by which they may be improved, and take appropriate action.[20]

a) The proposed Assistant Director of Library Personnel, Training, will work with the administrative officers responsible for staff members with direct supervisory duties to develop and carry out effective training experiences.

b) Staff members promoted to positions involving supervision will immediately be given training for their new duties.

6. In cooperation with the Chicago Civil Service Commission, improve the recruiting practices and examination procedures of the Chicago Public Library. (See page 46.)

   a) The Director of Library Personnel will continue the efforts, begun in 1975, with the Civil Service Commission to provide entrance and promotional examinations for applicants for positions in the Library which will measure the knowledge, skills, and attitudes necessary for successful performance in each grade as accurately as is possible in the present state of knowledge about testing.

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[20] Ibid., p. 12.

OBJECTIVE C-6

b) When a new, specialized service is to be initiated in the Library, an effort will be made to obtain a person already expert in the field to begin the service in order to make its success more likely.

c) A position in the proposed Training Section of the Personnel Office will be created, budgeted, and filled in accordance with the priorities determined and the constraints of the budget to provide a person who will be responsible for supplying present and prospective staff members with current information, assistance, and encouragement regarding choice of entrance and promotional examinations to be taken, transfers within the Library, and all possible educational and training opportunities. The purpose of this officer will be to assure more effective placement and greater job satisfaction for each staff member.

d) The Director of Library Personnel will work with the Chicago Civil Service Commission to determine what changes in procedures would be necessary to facilitate transfers from positions in the Library to similar or higher positions in other departments of the City in order to provide staff members with more opportunities for change and/or promotion.

OBJECTIVE C

7. Analyze the present utilization of the Library's staff by age, race, and sex, by position and agency, and by salary so that patterns of placement and promotion based on custom and tradition rather than on position-related qualifications can be identified and plans made to eliminate such stereotyping. Procedures for carrying out this objective will be developed when enough progress has been made on Objective C-3 to make it practical.

8. Assure annual evaluations of each staff member which will not only rate the performance of the person in his/her present position but will show knowledge, skills, and talents which might be utilized in the Library.
    a) Under the direction of the Director of Library Personnel, evaluation forms will be prepared which will elicit the information needed with as little ambiguity and difficulty as possible.
    b) The supervisory personnel who prepare evaluations of staff will be given instruction, assistance, and encouragement in the use of new methods of evaluation and of the new forms so that all staff members will benefit from the change.

9. Make effective use of the methods which the Chicago Civil Service Commission regulations provide for disciplining and/or dismissing unsatisfactory staff members at all levels in the Library.

OBJECTIVE C-9

a) Under the direction of the Director of Library Personnel, procedures for informing both present and new staff members about these regulations will be developed and systematically carried out.

b) Supervisory personnel will be given information, training, and support in taking action under these regulations when it becomes necessary to do so because all other methods of correcting a situation have been tried and failed.

10. Develop a pool of qualified staff members of all levels so scheduled that adequate staff can be made available to every public service agency in times of emergency. (See page 44.)

    a) The Director of Library Personnel will investigate possible ways of providing a pool of staff members for use in emergencies and will report with cost estimates to the Administrative Team of the Library by December 31, 1977.

    b) The Administrative Team will include provision for the beginning of this service in the Library's budget at the earliest possible date.

11. The progress which the Chicago Public Library is making each year toward achieving Objective C will be evaluated by the number of recommended positions created, budgeted, and filled; the number of studies and/or reports with

OBJECTIVE C-11

recommendations and cost estimates submitted as required; the specified deadlines met; and the taking of particular actions where these are called for, as well as by any special evaluative measures prescribed.

OBJECTIVE D:

To improve communication within the Chicago Library System in order to give better service to the public and to provide a more satisfactory work environment for the staff. (See pages 46-47.)

1. Investigate and improve practices relating to staff meetings held in all Library units so that these meetings will serve their purposes of communication and training. (See pages 47-48.)
    a) The Assistant Chief Librarian-Central Library, the Assistant Chief Librarian-Branches and Regional Libraries, the Director of Library Personnel, and other appropriate staff members will investigate present practices regarding staff meetings held in all Library units and prepare guidelines dealing with the frequency, content, and methods of conducting such meetings by July 1, 1976.
    b) After approval by the Administrative Team, the guidelines for staff meetings in units will be followed for one year and will then be evaluated by a sampling procedure of those involved. Required changes will be made.

OBJECTIVE D

2. After considering all the needs represented by urgent requests for a "staff manual," plan and produce the necessary publications. (See pages 48-49.)

   a) The Chief Librarian will appoint a broadly representative group of staff members to study the various needs expressed in the requests for a "staff manual," to recommend the publications needed, to suggest a possible format and a general content for each, to designate appropriate groups of staff members to prepare each, to determine the order in which they should be prepared with a possible time schedule, and to report with cost estimates to the Administrative Team by July 1, 1976.

      (1) Special consideration will be given to the preference for a loose-leaf format for most of these publications and the need for a workable index for each of them.

      (2) Special consideration will be given to the urgent need for a manual giving instructions for procedures common to all public service agencies.

   b) The Administrative Team of the Library will act on the recommendations made as required above within four months of their receipt and will inform the Library staff of the plans adopted.

OBJECTIVE D

3. Improve the interagency delivery system and internal mail handling so that the public will receive better service and costs in lost or damaged items, wasted time, and United States postage will be reduced. (See pages 35-36.)

   a) The Systems Analyst in his temporary assignment as the supervisor of these areas will continue his efforts to improve the interagency delivery system and internal mail handling and will monitor the operations for a year, making adjustments as necessary.[21] (See also Objective A-7-a) and b).)

   b) The accomplishment of this task will be evaluated by staff members' increased willingness to send mail and important library materials by interagency delivery; by records of items lost, missent, or damaged; and by the change in attitudes, if any, toward using interagency delivery for sending films and interlibrary loan materials when necessary.

4. Investigate the possibilities of improving internal communication by a more effective telephone system and the use of other available devices. (See page 49.)

   a) The Systems Analyst, the Business Manager, and the Assistant Chief Librarian-Branches and Regional

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[21] Rizzo, pp. 12-15, 25-27, 43.

OBJECTIVE D-4-a)

Libraries will study the telephone system of the Library System, the possible uses of teletype and computer display terminals, and the interrelationship of all these and any others which are feasible; they will prepare recommendations with cost estimates for changes which will increase the access of the public to the information resources available within and through the Library System.

b) The Administrative Team of the Library will act on the recommendations made under this task, taking into account the priorities set under Objective A-3 and the budgetary constraints of the Library, and include necessary costs in the budget for Fiscal Year 1978.

5. Study the needs for, and uses of, current internal publications such as memoranda and newsletters and make necessary recommendations. (See pages 49-50.)

   a) A survey of the uses made by the staff of present current internal publications and of reactions to them will be made, by a group or organization designated by the Chief Librarian but not identified with the administration of the Library System. Similar publications of other library systems, including their methods of financing, will also be investigated.

b) Recommendations concerning changes in, and/or additions to, the current internal publications program of the Library System will be made by January 1, 1977.

6. Study upward communication in the Chicago Public Library in order to improve the flow of useful ideas from staff members working at all levels in the Library and to help the administrative staff to be more constantly and accurately aware of both staff and public reaction to the operation of the Library. (See page 50.)
   a) The Chief Librarian will appoint a task force, which may include staff members who have volunteered, to study upward communication within the Library and to report within six months of its appointment.
   b) The Administrative Team will act on the report of the task force within four months of its receipt.

7. The progress which the Chicago Library System is making each year toward achieving Objective D will be evaluated in the ways specified for particular tasks as well as by the completion of the publications and reports required and the specified deadlines met.

OBJECTIVE E:

To provide and consistently maintain functional, safe, and attractive physical facilities necessary to house the

OBJECTIVE E

direct services to the public and the essential behind-the-scenes activities of the Chicago Public Library. (See pages 24-25, 50-52.)

1. Set minimum standards for various types of agencies (location in community, physical condition, size and layout, and relation to other library agencies) and check existing agencies against these standards.[22]
    a) Under the direction of the Chief Librarian, preliminary minimum standards will be developed by December 31, 1976.
    b) All agencies of the Library will be checked against the preliminary minimum standards by December 31, 1977, by the appropriate staff members and the reports compiled and submitted to the Administrative Team of the Library.
    c) These reports will be used as the basis of recommendations for action in the following three years in accordance with priorities determined and the constraints of the budget. They will also be used as indicators of needed changes in the preliminary minimum standards.

2. Establish criteria for the location of new agencies so that these criteria may be used to evaluate proposals and requests.

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[22] Rizzo, pp. 27-29, 37-38.

OBJECTIVE E-2

a) The Chief Librarian will appoint a task force made up of staff members representative of all units involved in both the planning and the operation of public service agencies to develop criteria to be submitted to the Administrative Team of the Library within six months of the appointment of the task force.

b) When the criteria for the location of new library agencies have been approved by the Administrative Team, they will be submitted to the Board of Directors for adoption as official policy of the Library.

3. Provide for competent routine maintenance and repairs for all Chicago Public Library agencies to ensure the safety and security of both library users and staff and to make possible effective library service.[23]

   a) The proposed Director of Administrative Services, with the assistance of the proposed Assistant Director of Library Personnel, Training, will develop and carry out plans for training all present and new custodians so that they will be able to provide the care needed by Library agencies.[24]

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[23] Rizzo, pp. 15-19, 27-30, 37-39; Chicago Public Library, Security Task Force, "Task Force Proposal," May 6, 1975, pp. 21-23.

[24] Chicago Public Library, Training Task Force, "Proposal to Make Provision for Training of Chicago Public Library Staff," April 30, 1975, p. 30.

OBJECTIVE E-3

b) The proposed Director of Administrative Services will be responsible for the unit supervising custodians; this will include aiding custodians to obtain needed equipment and supplies for their work, providing for emergency custodial help for any unit (see also Objective C-10), and assuring cooperation with branch librarians in supervising and evaluating custodial work.

c) The effectiveness of the training program for custodians and the provisions for their supervision will be evaluated by reports from the heads of Library units and also by the reports made as a result of checking agencies against the preliminary minimum standards. (See also Objective E-1-b).)

4. Construct a new building to house the Illinois Regional Library for the Blind and Physically Handicapped and the Chicago Sub-Regional Library for the Blind and Physically Handicapped in accordance with the design approved by the Chicago Public Library Board of Directors on April 14, 1975. Procedures for carrying out this task will be found in the annual Plans of Service for the Illinois Regional Library for the Blind and Physically Handicapped.

OBJECTIVE E

5. Develop the concepts of the research library and the library for general users in the Loop area to the point where a program for physical facilities suitable to house these functions can be prepared. (See Objective A-11.) (See pages 38-41.)

    a) The Chief Librarian will appoint a task force to begin systematic work on this problem no later than July 1, 1976. The task force will include appropriate staff members, at least one member of the Board of Directors, and may also include outside consultants such as a representative of the Chicago Bureau of Architects as well as representatives of those who may be served directly by the agency.

    b) The task force will present its recommendations to the Administrative Team of the Library no later than December 31, 1977, and they will be considered within six months.

6. Study the space, location, and other physical needs for handling gift, withdrawn, and discarded library materials as well as the proposed paperback warehouse and prepare recommendations for housing these functions. (See also Objective B-6-e), 8-a), and 9.)

    a) The Chief Librarian will appoint a task force composed of appropriate staff members to study these problems and prepare recommendations with cost estimates for the Administrative Team by December 31, 1976.

b) The Administrative Team of the Library will act on the recommendations within six months.

7. The progress which the Chicago Public Library is making each year toward achieving Objective E will be evaluated by the completion and use of the standards and criteria required by tasks one and two, the completion of the building referred to in task four, and the progress of the studies to be initiated under tasks five and six.

OBJECTIVE F:

To further develop and to coordinate all means used for communication between the Chicago Library System and its publics so that an increasing number of the individuals, groups, and agencies entitled to use the Library System will be aware of its range of resources and services and will make use of them. (See page 52.)

1. Provide for effective coordination among all the staff members and units of the Library involved with intercommunication between the Library and its varied publics, both present and potential.
   a) The Administrative Team of the Library will develop a plan for coordinating the work of the Broadcasting

Unit, Displays and Graphics Unit, the proposed Office of Library-Community Relations, the Coordinator of Programs and Exhibits for the Chicago Public Library Cultural Center, and the other units and staff members directly concerned with intercommunication between the Library and its publics; it will provide a clear, written statement of relationships and responsibilities in this area by June 1, 1976.

b) The plan for coordination and its effects will be reviewed annually in the light of changing conditions and evaluated both by those devoting all or most of their time to specialized public relations activities and by those in positions permitting observation of the effects of these activities.

2. Study public attitudes toward the Library in systematic, regular ways so that decisions can be based on a body of information with more breadth and depth than may be available at a time of crisis. (See page 52.)

   a) The information collected for the community study will be analyzed for insights related to intercommunication between the Library and its publics and a report prepared.

OBJECTIVE F-2

b) An effort will be made to design and carry out by December 31, 1977, a systematic study of Chicagoans' recognition of the Chicago Library System as an organization made up of many interrelated parts and of their knowledge of its means of support, recognizing that the study itself may be a method of increasing both.

3. Provide for training and other assistance in public relations for unit heads and other staff members.

   a) The proposed Manager of Library-Community Relations, with the assistance of the proposed Assistant Director of Library Personnel, Training, will provide the heads of public service agencies and other units of the Library with an opportunity for carefully planned training experiences to enable them to work with their staffs to develop and maintain good relationships with individuals and groups.

      (1) The four public relations seminars for Chicago Public Library branch librarians which are part of the proposal, [illegible]ctive Public Relations for Librarians,' recently approved and funded by the Illinois State Library, will constitute the training experience for branch librarians.

OBJECTIVE F-3-a)

(2) Suitable training experiences will be developed for heads of units (subject divisions of the Central Library, units of the Cultural Center, the Business Office, Circulation Department, and so on) other than branches.

b) The permanent public relations guidebook, the cassette slide presentation describing how to create effective public relations-community-relations programs, and the continuing seminars for branch library staff will be used as planned in the proposal referred to above.

4. The achievement of Objective F will be measured by the presentation of the plan for coordination called for in task one and its annual review and evaluation; by the preparation of the report and study called for in task two; and by the completion of training experiences in public relations by 75 percent of the unit heads of the Library by December 31, 1976.

OBJECTIVE G:

To modernize and make more effective the internal fiscal procedures[25] of the Chicago Public Library so that the largest possible proportion of its income will be available to support its services to the public. (See page 28.)

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[25] Rizzo, pp. 5-7, 22-23, 34-35.

OBJECTIVE G

1. Develop and put into practice sound business procedures for the Chicago Public Library in order that its operation will be carried on efficiently and economically and that necessary financial information will be available promptly and in the forms needed, always keeping in mind that the purpose of the institution is to provide high quality library service to all those entitled to use the System.
   a) The Business Manager (Director of Library Finance) and the Systems Analyst will recommend policies and procedures in their areas to the Administrative Team and will be responsible for carrying out those approved.
   b) Information about current income and costs of operation will be distributed on a routine basis to all Library staff members with a need to know in order to make responsible decisions both in day-to-day operations and long-range planning.
   c) Special attention will be given to improving the purchasing function in order to reduce the present expensive time lag and also to adapt procedures to the special practices of suppliers of library materials, print and non-print, in order to improve service to the public. (See also Objective A-7-f).)
   d) Specific provision will be made for expert analysis of all contracts to be signed by representative(s)

of the Chicago Public Library to assure clear and full understanding of the terms and their implications.

e) The Business Manager (Director of Library Finance) and the Systems Analyst will study new methods and new equipment which might be usable by the Library and will be constantly alert to changing and new needs so that recommendations for dealing with these can be made promptly to the Administrative Team.

2. The progress which the Chicago Public Library is making each year toward achieving Objective G will be evaluated by an expert review of the operation of the Business Office.

OBJECTIVE H:

To increase the financial resources of the Chicago Public Library System so that it can meet its responsibilities to the city, state, and nation. (See pages 19-21, 53-54.)

1. Actively support ordinances and bills which seem likely to provide adequate financial support for the Library System in satisfactory ways at the local, state, and national levels.

   a) The Board of Directors of the Chicago Library System will study all proposed ordinances and bills dealing

OBJECTIVE H-1-a)

with library finances, agree upon those deserving support, and take all appropriate action to secure the passage of such ordinances and bills.

b) The Chief Librarian will see that the Board of Directors, staff members of the Library, and the public are informed of pending legislation in this field on all levels and of its probable effects on the Library.

2. Make agressive efforts to seek gifts of private funds, especially gifts which may be used for broad or unrestricted purposes.

   a) A staff member will be designated to collect information about sources of possible gifts of private funds; maintain records of efforts made or in progress by any individual or group connected with the Library; study similar activities by other public libraries; and keep the Chief Librarian fully informed on activities in this area at all times.

   b) Methods of various kinds will be developed to bring the varied needs of the Library System to the attention of possible donors and to inform them of the procedures for making such gifts.

3. Examine carefully all proposals developed to obtain funds for special projects to determine that the projects

described are related to the goals of the Library System, fit into the priorities determined (See Objective A-3), and can be carried on after the end of the funding period if that is part of the obligation assumed by the Library in the proposal. (See page 54.)

a) The Administrative Team will develop a workable procedure for examining all proposals.

b) The Chief Librarian will be responsible for carrying out the procedure for examining proposals, informing staff members of the reasons for supporting or rejecting their proposals, and providing help to those having promising but not wholly acceptable proposals.

c) The Chief Librarian will recommend approved proposals to the Board of Directors for action.

4. The progress which the Chicago Public Library System is making each year toward achieving Objective H will be evaluated by studying the amount and kind of change which seems to have occurred in relation to each of the three tasks, including legislation actively supported which was enacted into law, gifts sought which were received, and the proposals studied and subsequently funded.

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INDEX

This Index covers the Preface, text, and footnotes of the draft of the Five-Year Plan of the Chicago Library System which was submitted to the Illinois State Library on December 31, 1975.

A

Academic libraries, 11, 18
Adult learners, 6, 46, 67
Affiliate libraries, 18, 79, 84, 85
Aged, see Senior citizens, library services to
"Analyzing Your Community: Basis for Building Library Service," (quoted) 29, 29n
Assistant Chief Librarian-Branches and Regional Libraries, 64, 68, 81-82, 101, 103-04
Assistant Chief Librarian-Central Library, 78, 81-82, 101
Assistant Chief Librarian-Community Relations and Special Programs (of Service), 59-60, 63-64, 66-67, 80
Assistant Chief Librarian-Plans and Programs Evaluation (proposed), 79-80, 82-83
Assistant Director of Library Personnel, Training (proposed), 76, 95-97, 107, 112
Audiovisual Center, Chicago Public Library Cultural Center, 34, 69
Audiovisual materials, see Films; Nonprint materials
Automation, see Electronic data processing; Mechanization of library procedures

B

Balzekas, Stanley, Jr., iv
"Blind and Physically Handicapped, Library Service," 19n
Blind, library service to, 19, 31-32, 51, 63
  Building for Illinois Regional Library for the Blind and Physically Handicapped, 108
  Department for the Blind and Physically Handicapped, 22, 62-63
Board of Directors of Chicago Public Library
  Approved proposals for specially funded projects, 117
  Building design for Illinois Regional Library for the Blind and Physically Handicapped, 108
  Criteria for location of new library agencies, 107
  Five-Year Plan of Chicago Library System, v
  Library legislation, 115-16
  Loop area library facilities, 81
  New or changed position titles, 93
  Task force on Loop area library facilities, 109

Book Selection Department reorganization (proposed), 86-87
Bookmobiles, see Mobile units, Chicago Public Library
Books for the Homebound service, 63
Bookstores, 10, 43
Branch Film Center, Chicago Public Library, 35, 69
Branch libraries, Chicago Public Library, 25
    Central Library, Chicago Public Library, and, 39-40, 81
      See also Central Library, Chicago Public Library
    Location, 51, 106-07
    Physical condition, 51, 106-07
    Public relations activities, 52, 112-13
    Staff, 43-44, 92-94
Branches and Regional Libraries, Assistant Chief Librarian, see Assistant Chief Librarian-Branches and Regional Libraries
Bray, R. S., 19n
Broadcasting Unit, see Chicago Public Library - Public relations activities
Budget of Chicago Public Library, 62, 100
Business and industry, library services to, 79
Business Manager of Chicago Public Library, see Director of Library Finance
Business Office, Chicago Public Library, see Chicago Public Library - Business procedures

C

CIPP model planning, iii
CRT, see Computer display terminals
Career Opportunities for Clerical Employees Task Force proposal, 28n, 48n, 49n, 93n, 94n
Cathode ray tube, see Computer display terminals
Center for Research Libraries, 11-12
Central Library, Assistant Chief Librarian, see Assistant Chief Librarian-Central Library
Central Library, Chicago Public Library, 36, 39, 81, 109
El Centro de la Causa Library Project, 20
Chicago
    Area, 1
    Bookstores, 10
    Economic life, 2-4
    Educational institutions, 5-6, 11
    Ethnic groups, 32, 42-43
    Geographical setting, 2
    Goals, 4
    Governments, 8
    Health and social services, 5
    Libraries, 11-12, 18
    Occupational patterns, 2-4
    Population, 1, 13-14, 25, 32-33, 42-43
    Publishing, 10-11
    Recreation, 7-8
    Transportation, 4
    Unemployment, 3-4
    Visual and performing arts, 7
Chicago, Common Council, Proceedings . . . 1871-2, 1n, 16n

Chicago, Department of Development and Planning, 38n
Chicago Fire of 1871, 16
Chicago Housing Authority, 25
Chicago Library System, vii
  Affiliate members, 18
  Definition, 18
  Environment, 1-2
  Goals, 56-57
  Governments related to, 9-10
  Library systems adjoining, 13
  Nonpublic libraries in area, 11-12
Chicago, Mayor's Council of Manpower and Economic Advisors, 3n, (quoted) 4
Chicago, Mayor's Office for Senior Citizens, 65
Chicago: Metropolis of the Mid-Continent, 3n, 14n, 32n
Chicago, Municipal Reference Library, 5n, 12
Chicago-Northwestern Indiana Standard Consolidated Statistical Area, 2
Chicago Public Library, *see also* names of such specific units and agencies as Temporary Central Library, Woodson Regional Library Center, and such specific position titles as Chief Librarian
Chicago Public Library
  Administrative structure, 21, 94, 110-11
  Administrative Team
    Definition, 61
    Actions to be taken by, v, 61, 72-73, 81, 87, 93, 100, 101, 102, 104, 105, 107, 109, 110-11, 117
  Agreements with John Crerar and Newberry Libraries, 40
  Area and population served, 25, 42-43
  Bibliographic access to collections, 36-38, 71-72, 78, 85
  Book classification systems, 36-38
  Budget, 62, 100
  Buildings, 24-25, 50-52, 105-10
  Business procedures, 74-75, 113-15
  Circulation policies and procedures, 72-74
  Collections, 22, 38, 41
    See also Library materials; Nonprint materials
  Communication, internal, 46-50, 101-05
  Depository for United States documents, 19
  Establishment in 1872, 1, 16
  Illinois Regional Library Council member, 18
  Information services, 22-23, 78, 79, 80, 81-82
  Internal operations, 23, 35-38, 70-77, 107-08
  Maintenance and repair services, 50-51
  Policies for materials selection, (quoted) 33, 33n, 86
    See also Library materials; Nonprint materials
  Printing and duplicating unit, 76
  Public relations activities, 23, 52, 110-13
  Reciprocity agreements, 79
  Research and Reference Center, 17, 56-57, 77, 85
  Safety, 75-76
  Security, 75-76
    See also Security
  Services to patrons with special needs, 14, 22-23, 31-33, 62-68
  Staff, 23-24, 43-46, 92-101
    See also Training for library staff

The Chicago Public Library: Origins and Backgrounds, 1n, 16n
"The Chicago Public Library: Planning for Change," 61n
Chicago Public Library System, 17
Chicago Public Schools, 5, 30, 62
Chicago Standard Metropolitan Statistical Area, 3, 13, 25
Chicago Sub-Regional Library for the Blind and Physically Handicapped, 108
Chicago 21: A Plan for the Central Area Communities, 38n
Chicago's Economy: A Summary, 3n, (quoted) 4
Chief Librarian
    To direct specific actions, 62, 84
    To appoint study groups or task forces, 65, 67-68, 68-69, 77, 80, 86, 87-88, 102, 104, 105, 107, 109, 109-10
Children, library services for, 29-31, 39, 62
Circulation policies and procedures of Chicago Public Library, 72-74
Circulation Policies and Procedures Task Force proposal, 28n, 35n, 48n, 72n, 73n
Civil Service Commission, Chicago, 24, 45, 46
    Disciplinary procedures, 46, 99-100
    Examinations, 46, 97-98
    Job descriptions, 95
    Position titles, annual request, 94
    Recruiting practices, 97-98
    Training opportunities, 96
    Transfers between city departments, 98
Civil service laws of Illinois, 24
Collection building and maintenance, see Library materials; Nonprint materials
Communication, internal, 46-50, 101-05
Community branches, see Branch libraries, Chicago Public Library
Community Relations and Special Programs (of Service), Assistant Chief Librarian, see Assistant Chief Librarian-Community Relations and Special Programs (of Service)
Community study, 27-29, 59-60, 82
    Biennial updating, 60
    Use in collection building, 83
    Use in designing program of service, 60-61
    Use in determining needs for nonprint materials, 69-70
    Use in improving referrals to other agencies, 82
    Use in setting priorities, 61
    Use in studying attitudes toward Library, 111
The Comprehensive Plan of Chicago, 38n
Computer display terminals, 49, 78, 103-04
Constraints related to Five-Year Plan, iii
Continuing education for library staff, see also Training for library staff
Continuing education for library staff, 45-46, 96
Contracts, see Chicago Public Library - Business procedures
Cook County, 7, 8-9, 13
Cook County Department of Corrections, 25
Cook County Law Library, 12

Cooperation, *see also* Interlibrary cooperation
Cooperation, 23, 56
Coordinator of Interlibrary Cooperation of Chicago Library
  System, 79, 84
Coordinator of Programs and Exhibits for Chicago Public Library
  Cultural Center, *see* Chicago Public Library - Public relations
  activities
Coordinator of System-Wide Circulation Services (proposed), 72-73
Cost reduction, *see* Financial savings
Council for Community Services in Metropolitan Chicago, 5n
Crerar Library, *see* John Crerar Library
Cultural Center, Chicago Public Library, 24, 50-51
Cutler, Irving, 3n, 14n, 32n

D

Delinquent books, Regaining, *see* Circulation policies and procedures
Delivery service, *see* Interagency delivery service, Chicago Public
  Library
Director of Administrative Services (proposed), 107-08
Director of Library Facilities and Equipment (proposed), 70, 74
Director of Library Finance, 103-04, 114-15
Director of Library Personnel, 92-93, 94, 97, 98, 99, 100, 101
Director of Library Safety and Security, 75-76
Discarded materials, *see* Library materials - Discarded materials
Disciplinary procedures, 46, 99-100
Displays and Graphics Unit, *see* Chicago Public Library - Public
  relations activities

E

Eastlick, J. T., 21n, 53n
Education, *see* Chicago - Educational institutions; Chicago Public
  Schools; Continuing education for library staff; Schools (K-12)
  in Chicago; Study Unlimited; Superintendent of Chicago Public
  Schools; Training for library staff
Educational change and libraries, 11
"Effective Public Relations for Librarians," 112-13
Elderly persons, *see* Senior citizens, library services to
Electronic data processing
    Bibliographic access to collections, 36-38, 71-72, 78
    Business procedures and records, 114-15
    Circulation procedures, 72
    Information to aid in weeding collections, 90
    Inventory of collections, 71
    Newspaper indexing, 89
    Personnel records, 45, 95
Emergency staffing, 44, 100, 108
Ensley, R. F., 63n
Entrance examinations, *see* Examinations, entrance and promotional
Equipment, *see* Furniture and equipment
Ethnic groups, library services to, 32-33, 42-43
Evaluating library collections, criteria for, 91-92

Evaluating staff performance, form for, 46, 99
Evaluation
    Annual evaluation of progress on Five-Year Plan, 83
    As part of planning process, iii
    As part of sub-goal, 56
    General statements for objectives in Five-Year Plan, 82-83, 92, 100-01, 105, 110, 113, 115, 117
    Specific procedures for designated tasks and activities, 73, 76, 80, 83, 86, 88, 101, 103, 111, 113
Examinations, entrance and promotional, 46, 97
"Expanding ILLINET . . . Real Movement toward a Multitype Library Network," 18n 31n
Experimental services to meet short-term needs, 80

F

Facts about Chicago, 5n
Films, 34-35, 69
Financial information for staff, 114
"Financial Problems Affecting Metropolitan Libraries," 21n, 53n
Financial savings, 36, 46, 88, 103
Financial support
    Chicagoans' knowledge about, 112
    City taxes for library purposes, 19-20, 53
    Federal aid to libraries, 20-21, 54
    Gifts, 20, 53-54
    Income from fines and similar sources, 20
    Increasing amount, 57, 115-17
    Metropolitan area services, 79-80
    Need for increased support, 42, 53
    State aid for libraries in Illinois, 20-21, 54
"The Five Year Plan of the Illinois Regional Library Council, 1974-1979," 18n
Five-Year Plan Task Force, iii-iv, 27, 54-57
Five-Year Plans, see Long-range plans
Foreign-language materials in Chicago Public Library, 38, 42-43, 87
Friends of the Chicago Public Library, 20
Furniture and equipment, 35, 74-75

G

General users, library for, see Central Library, Chicago Public Library
Gesterfield, Kathryn J., iv-v
Gifts
    Funds
        Income from bequests and gift funds, 20, 53-54
        Solicitation of cash gifts and bequests, 116
    Library materials
        Guidelines for sorting and disposal of gifts, 91
        Policy on accepting gift materials, 90
        Policy on soliciting gift materials, 90
        Processing gift materials, 42, 90
        Space for storing and handling gift materials, 109-10
        Study of materials received, 91

Goals
  Chicago Library System, 56-57
  Illinois State Library, 17
  Mayor's Council of Manpower and Economic Advisors, 4
Government documents, United States, 19
The Governments of Chicago, 10n
Groups with special needs, *see* Chicago Public Library - Services to patrons with special needs

H

Handbooks and manuals for staff, 48-49, 102
Harsh, Vivian G., Collection of Afro-American History and Literature, 22, 88
"Hours recommendations for branches," 25n, 44n

I

ILLINET, *see* Illinois Library and Information Network (ILLINET)
Illinois, *Illinois Library Laws in Effect, January 1, 1974*, 17n 19n, 20n, 21n
Illinois, *Public Laws . . . 1871*, 17n
Illinois Constitution (1970), 6, 20
Illinois Library and Information Network (ILLINET), 18, 77, 77n
Illinois Library Development Fund, 20
Illinois Library Laws in Effect, January 1, 1974, 17n, 19n, 20n, 21n
Illinois Library Resources Enrichment Fund, 20
Illinois Library Systems Act of 1965, (quoted) iii, 17
Illinois Regional Library Council, 12n, 18, 18n, 79, 84
Illinois Regional Library for the Blind and Physically Handicapped, 19, 20, 22, 31-32, 62-63, 108
Illinois State Library, iii, vi, 18
Illinois System Staff Enrichment Project, 21
In-service training, *see* Staff meetings Training for library staff
Infopass, 79
Information, 23, 29, 49, 84
Information services, *see* Chicago Public Library - Information services
Interagency delivery service, Chicago Public Library, 34, 35-36, 70, 103
  Delivery of interlibrary loan materials to agency at which requested (proposed), 78
  Increased number of agencies, 43-44
Interagency/interlibrary loan, 37-38, 39-40, 78-79
Interagency/Interlibrary Loan Task Force, 74
Interlibrary cooperation, 18, 42, 79, 84-85
Interlibrary Cooperation Project, 79
"Introducing ILLINET . . . The Beginnings of a Statewide Network," 77n
Inventory, 71, 74-75

J

Job analyses, 94
Job descriptions, 95
Joeckel, C. B. and Leon Carnovsky, vi, 16n, 17n, 40n
John Crerar Library, 12, 40

K

Karlen, H. M., 10n
The Key to Our Local Government: Chicago, Cook County, Metropolitan Area, 7n, 8n, 9n, 13n

L

Last copy center, 91
League of Women Voters, 7n, 8n, 9n, 13n
Libraries and Information Centers in the Chicago Metropolitan Area, 12n
Library-Community Relations, Office of, *see* Chicago Public Library-Public relations activities; Manager of Library-Community Relations (proposed)
Library Facilities and Equipment, Director of (proposed), *see* Director of Library Facilities and Equipment (proposed)
Library Finance, Director of, *see* Director of Library Finance
Library legislation, 16, 21, 115-16
Library materials, *see also* Nonprint materials
Library materials
    Bibliographic access to collections, 36-38
    Comparative study of collections in Chicago area, 83-84
    Criteria for evaluating collections, 91
    Delivery to library agencies, 35
    Discarded materials, 42, 109-10
    Gift materials, 42, 109-10
    Guidelines for building collections, 83
    Guidelines for weeding collections, 89
    Order lists, 86
    Quality of Chicago Public Library collection, 41
    Selection policies, 33, 33n, 86
    Withdrawn materials, 42, 109-10
Library Personnel, Director of, *see* Director of Library Personnel
A Library Plan for the Whole City, vi
Library Response to Urban Change, vi, 3n, (quoted) 30, 40n, (quoted) 41, 41n, 42n
Library Safety and Security, Director of *see* Director of Library Safety and Security
"Library Service for the Blind and Physically Handicapped: A Network Approach for Illinois," 63n
Library services to patrons with special needs, 14, 22-23, 31-33, 62-68
Library systems in Illinois, iii, 13, 17-18
"Long Range Improvement Program" of Chicago Public Library, vi
Long-range plans
    Chicago Library System, iii, 27-28, 114
        Annual revisions, 83
        Objectives listed, 57-58
    Illinois Regional Library Council, 18
    Illinois State Library, 17
Loop area of Chicago, 38-39, 80-81, 109

M

Manager of Library-Community Relations (proposed), 112-13
Mandel Building, *see* Temporary Central Library, Chicago Public Library
Manuals for staff, *see* Handbooks and manuals for staff
Martin, L.A., vi, 3n, (quoted) 30, 30n, 40n, (quoted) 41, 41n, 42n
Masaryk Collection, Toman Branch Library, 89
Materials, Library, *see* Library materials; Nonprint materials
Materials Selection Policy of the Chicago Public Library, (quoted) 33, 33n, 86
Materials Selection Task Force proposal, 28n, 35n, 42n, 48n, 86n, 87n, 89n
Materials Selection Unit (proposed), 86-87, 90-91
Mayor's Council of Manpower and Economic Affairs, 3n, (quoted) 4
Mayor's Office for Senior Citizens, 65
Mechanization of library procedures
  Business procedures and records, 114-15
  Circulation procedures, 72
  Communication, internal, 49
  Inventory of collections, 71
  Personnel records, 45
"Meeting the Challenge: Illinois State Library's Long-Range Program . . . 1972-77," 17n
Memoranda, *see* Publications for staff
Mentally and emotionally handicapped, library services to, 32
Merridew, Alan, 14n
A Metropolitan Library in Action, vi, 16n, 17n, 40n
Minivans, *see* Mobile units, Chicago Public Library
"Minorities Hurt by Low Count in U.S. Census," 14n
Mobile units, Chicago Public Library, 25, 68-69
  Physical condition, 52
  School stops, 30-31, 68-69
Model Cities, 20
Motion picture films, *see* Films
Multimedia approach to library service, 33
Multimedia Center, Portage-Cragin Branch Library, 22
Multitype library systems in Illinois, *see* Library systems in Illinois
Municipal Reference Library, 5n, 12

N

Neighborhood branches, *see* Branch libraries, Chicago Public Library
"The Neighborhood Information Centers Project," 67n
Network, *see* Illinois Library and Information Network (ILLINET)
Newberry Library, 12, 40
Newsletters, *see* Publications for staff
Newspaper indexing (proposed), 89
Nonprint materials, *see also* Library materials
Nonprint materials, 33-35
  Bibliographic access, 36-37
  Holdings of libraries, 83-84

Nonprint materials, 33-35 (Cont'd.)
  Improving access, 69-70
  Order lists, 86
  Preview facility, 87
  Use in staff meetings, 47-48
  Use in staff training, 113
Nonprint Selection Specialist (proposed), 87

O

OCLC, *see* Ohio College Library Center (OCLC)
Objectives of Chicago Library System - List, 57-58
Ohio College Library Center (OCLC), 49, 71
Organization chart of Chicago Public Library, *see* Chicago Public Library - Administrative structure
Orientation for new staff members, *see* Training for library staff
Overdue books, Regaining, *see* Circulation policies and procedures

P

Palmini, Cathleen, 4n
Paperback warehouse (proposed), 87-88, 109-10
Personnel, Chicago Public Library, *see* Assistant Director of Library Personnel, Training (proposed); Chicago Public Library - Staff; Director of Library Personnel; Staff needs assessment; Staff utilization analysis; Training for library staff
Personnel Office, Chicago Public Library, 45, 95-98
Photocopying and microfilming service (proposed), 77
Physically handicapped, library service to, 19, 31-32, 63
Plans, long-range, *see* Long-range plans
Popular Library of the Chicago Public Library Cultural Center, 39
Population, 1, 13-14, 25, 32-33, 42-43
Practical Administration of Public Libraries, 31n
Preview facility for nonprint materials, 33, 87
Printing and duplicating unit, *see* Chicago Public Library - Printing and duplicating unit
Priorities for action by Chicago Library System, 29, 52, 54, 62
Procedures manuals, *see* Handbooks and manuals for staff
Proceedings of the Board of Directors of the Chicago Public Library, 21n, 54n
Projects, specially funded, 20-21, 54, 116-17
Promotional examinations, *see* Examinations, entrance and promotional
Promotional training, *see* Training for library staff
Public attitudes toward Chicago Public Library, 52, 105, 111-12
Public Card Catalog of Central Library, 36
Public Laws . . . 1871, 17n
Public libraries in Illinois, 9, 16, 21
Public library systems in Illinois, *see* Library systems in Illinois
Publications for staff, 48-50, 102, 104-05
Publishing in Chicago, 10
Purchasing, *see* Chicago Public Library - Business procedures; Furniture and equipment

R

Reading and Study Centers of Chicago Public Library, 25
Reciprocity agreements, 79
Redistribution Centers of Chicago Public Library, 42, 89
Reference services, see Chicago Public Library - Information services
Referral of library patrons to other types of agencies, 81
Regional library centers of Chicago Public Library, 40
Regional Transportation Authority, 4
Reich, D. L., iii, 61n
"A Report on Service Operations of the Chicago Public Library," 28, 35, 45n, 51n, 70n, 74n, 76n, 103n, 106n, 107n, 113n
Research and Reference Centers in Illinois, 17, 20, 37-38, 77
    Coordinated acquisition policy, 85
    Teletype communication between,49
Research library function of Chicago Public Library, see also Central Library, Chicago Public Library
Research library function of Chicago Public Library, 40, 81, 109
Resources and Services Program Organized with New Direction, see RESPOND
RESPOND, 22, 31, 51
Retired persons, see Senior citizens, library services to
Retraining for library staff, see Training for library staff
Revenue sharing, 21
Revision, annual, of long-range plan of Chicago Library System, 83
Rizzo, John, 28, 35, 45n, 51n, 70n, 74n, 76n, 103n, 106n, 107n, 113n

S

Safety, 75-76
School libraries, 18, 30-31
Schools (K-12) in Chicago, 5, 30, 62
Security, 75-76
    Film delivery to branches, 34
    Maintenance and repair of physical facilities, 107
    Ownership marks for furniture and equipment, 75
    Staffing of library agencies, 43-44
Security Task Force proposal, 28n, 35n, 44n, 48n, 51n, 74n, 75n, 107n
Senior citizens, library services to, 32, 64-65
Senior Citizens' Services Specialist (proposed), 64-65
Service to the Spanish Speaking in Chicago program, 66-67
Social Service Directory, Metropolitan Chicago, 5n
Spanish Language Specialist, 66
Spanish-speaking population, 43
"Special Collections and Services," 19n
Special Collections Librarian, 78, 88
Special Extension Services, see RESPOND
Special libraries, 18
Special needs, library services to patrons with, 14, 22-23, 31-33, 62-68
Spencer, Gwladys, 1n, 16n
Staff manuals, see Handbooks and manuals for staff

Staff meetings, 47-48, 101
Staff needs assessment, 44, 92-93, 95
Staff training, see Training for library staff
Staff utilization analysis, 99
Stations, see Interagency delivery service, Chicago Public Library
"Statistics of Library Systems in Illinois," 22
Students, use of Chicago Public Library facilities, 67-68
A Study of Urban Library Needs, 4n
Study Unlimited, 6, 26, 46
"Summary by Type of Library," 9n
Superintendent of Chicago Public Schools, 62
Supervisory practices in Chicago Public Library, 96-97, 99, 100, 108
Supplies, 35, 74-75, 108
System services of Chicago Library System
    Chicagoans' knowledge of, 112
    Interagency delivery service, 34-36, 37-38, 70-72, 78, 103
    Interagency/interlibrary loan, 74
    Publications for staff, 48-50, 104-05
    Telephone and teletype communication, 49, 78, 103-04
    Union catalogs, 37-38, 71-72, 78
Systems Analyst, 71-72, 73, 76-77, 89, 90, 103, 103-04, 114-15

T

Task forces, see Names of specific task forces
Taxation, 8-9, 18-19, 53, 115-17
Telephone service in Chicago Library System, 49, 103-04
Teletype, 49, 78, 103-04
Temporary Central Library, Chicago Public Library, 24-25, 39, 51
Traffic Manager (proposed), 70
Training for library staff, 45-46, 95-97
    Custodians, 107-08
    Public relations training, 112-13
    Safety and security training, 76
Training Officer, see Assistant Director of Library Personnel, Training (proposed)
Training Task Force proposal, 28n, 45n, 46n, 48n, 95-96, 96n, 107n
Travelling branches, see Mobile units, Chicago Public Library
Turick, D. A., 67n

U

Union catalogs, 37-38, 71-72, 78, 85

W

Warncke, Ruth, (quoted) 29, 29n
Weeding library collections, 89, 90
Wheeler, J. L. and Herbert Goldhor, 31n
Winston, Adelaide, 19n
Withdrawn materials, see Library materials - Withdrawn materials; Redistribution Centers of Chicago Public Library
Woodson Regional Library Center, 22, 25, 88
Writing in Chicago, 21

Y

Young Adult Services Specialist, 66
Young people, library services for, 29-31

Z

Zabel, Ellen, 25, 44n